

Building a World-Class Downtown
INDIANAPOLIS REGIONAL CENTER PLAN 2020
FINAL REPORT





INDIANAPOLIS REGIONAL CENTER PLAN 2020

"As we look to the future – of both our City and our Downtown – the outlook is bright. Driven by our diverse regional economy, Downtown will continue to serve as the heartbeat of activity for Central Indiana, where businesses, residents, artists, athletes, entrepreneurs and visitors will come together in an environment of energy and creativity. With a varied blend of new projects, like the redevelopment of the former Market Square Arena site, we will see new businesses and jobs throughout the Regional Center. Downtown also will be critical to the future growth of the BioCrossroads- Central Indiana Life Sciences Network, where the northwest quadrant will serve as the site of a research community for innovation that will be both life enhancing and life saving."

-Bart Peterson, Mayor, City of Indianapolis

DEPARTMENT OF METROPOLITAN DEVELOPMENT
DIVISION OF PLANNING
INDIANAPOLIS, INDIANA

PREPARED IN COOPERATION WITH:
THE GREATER INDIANAPOLIS PROGRESS COMMITTEE
INDIANAPOLIS DOWNTOWN INCORPORATED
BALL STATE UNIVERSITY COLLEGE OF ARCHITECTURE AND
PLANNING INDIANAPOLIS CENTER

ADOPTED BY THE METROPOLITAN DEVELOPMENT COMMISSION
RESOLUTION No. 04-CPS-R-001 MARCH 3, 2004

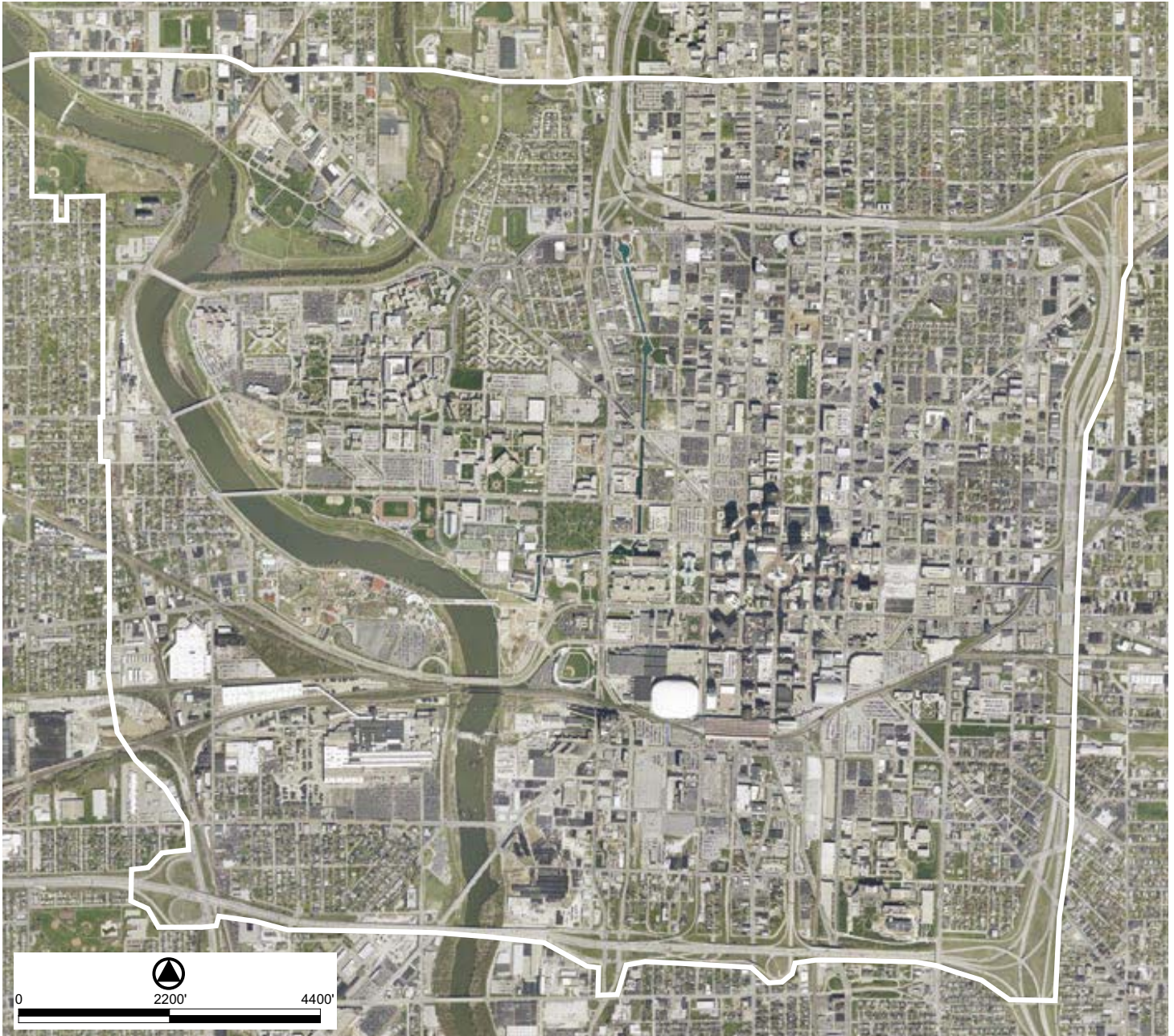




AERIAL PHOTOGRAPH

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

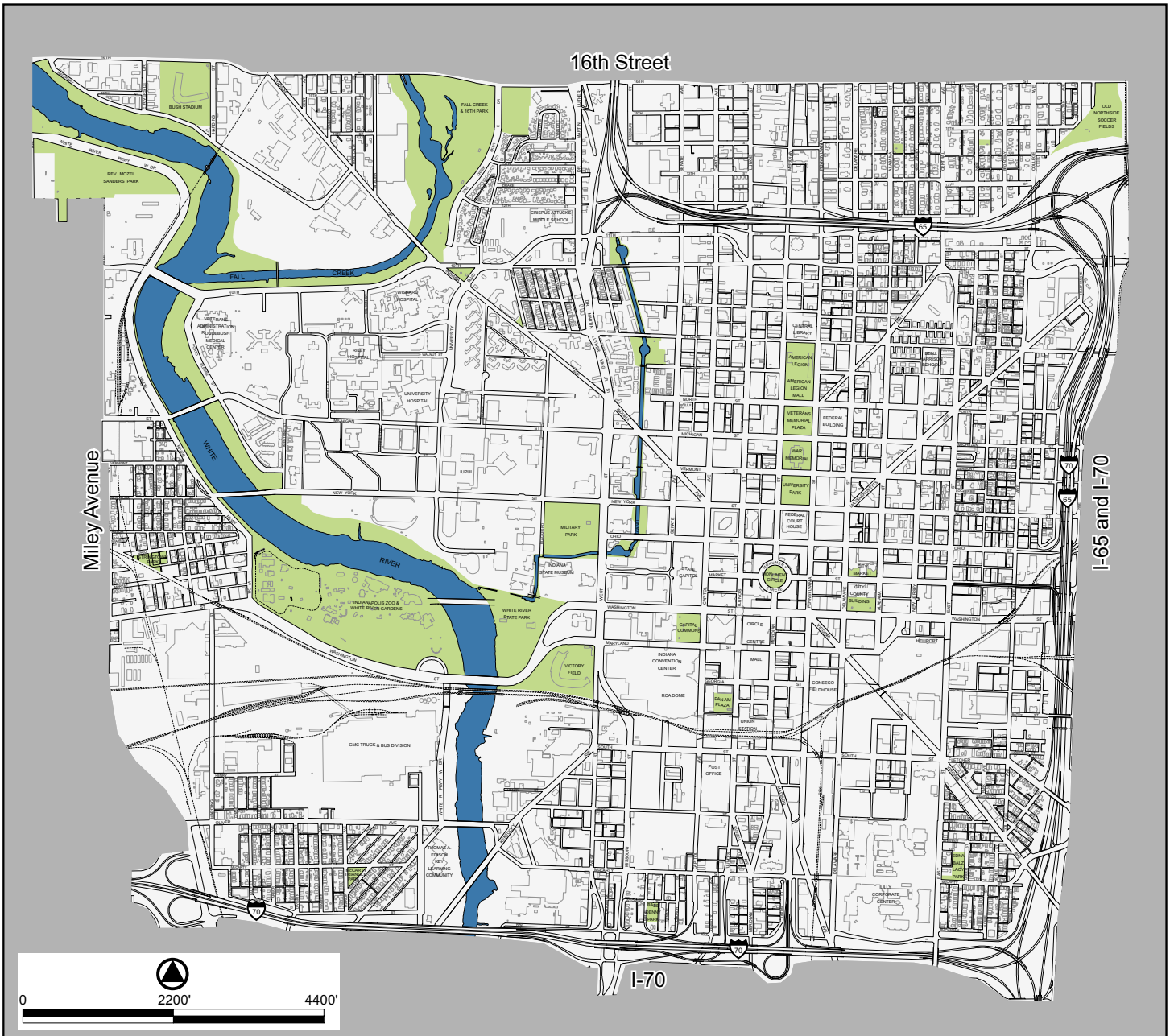
REGIONAL CENTER AERIAL PHOTOGRAPH, 2003



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Cover: Chess tournament on Monument Circle

REGIONAL CENTER BASEMAP




INTRODUCTION

REGIONAL CENTER VISION

As the vibrant hub of central Indiana, Downtown Indianapolis is recognized as the heart of a world-class city and an exciting place to live, work, play, visit and raise a family. Downtown Indianapolis provides unparalleled business, entertainment, education, medical and residential opportunities in an attractive, clean, safe, friendly and exciting environment.

Downtown Indianapolis offers:

- An exciting, unique and profitable mix of retail, restaurant, cultural and entertainment activities that provides a positive experience for a diverse population;
- Residential options for a wide array of income levels with strong neighborhoods and services reinforcing historic and urban alternatives to the suburbs;
- A thriving work environment and business climate that produces a skilled and creative workforce that supports the life sciences, information technology, logistics and advanced manufacturing industries;
- A community excelling in quality educational opportunities for all people;
- An environment that is safe, accessible and healthy with user-friendly parking and transportation; and
- Attractive and lively streets, trails, sidewalks and public spaces that connect activities, creating an overall fabric that has quality design and a strong sense of place.

REGIONAL CENTER DESCRIPTION

Indianapolis has grown in size from the one square mile plan of 1821 to a city that is the center of an urbanized area of more than six hundred square miles. In the first Regional Center Plan, the Monument Circle was the epicenter of the city. As Indianapolis has grown, the "Circle" has remained the economic, physical and social center of the city and has indelibly linked people to the city's center. Downtown Indianapolis continues to be the hub of key services for residents and visitors alike, both in Indianapolis and throughout the State.

The Regional Center Plan (RCP) 2020 was prepared by the City of Indianapolis in collaboration with the Greater Indianapolis Progress Committee, Indianapolis Downtown, Inc. and Ball State University's College of Architecture and Planning: Indianapolis Center. Six committees were organized to make recommendations about the way that people use the Regional Center, including Enjoying Downtown, Living Downtown, Working Downtown, Learning Downtown, Moving Around Downtown and Placemaking Downtown. Membership on the committees was open to anyone with an interest in the future of Downtown, resulting in a diverse group of participants representing neighborhoods, businesses, public agencies, advocacy groups and professionals. Each committee met regularly over six months to identify pertinent issues and make recommendations. Broad-based participation and thematic committee structure contributed to an effective, integrated, comprehensive plan.

To maximize participation in the planning process, the Regional Center Plan Management Team:

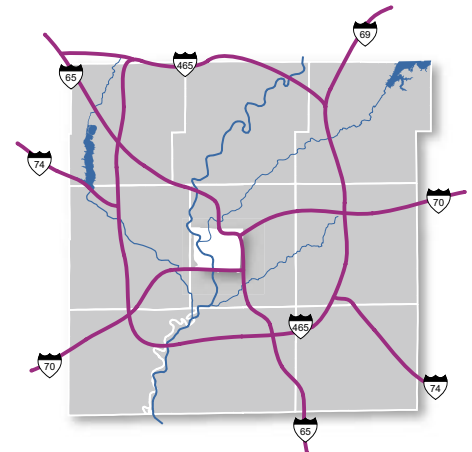
- Conducted three urban design workshops to further study and help shape plans for the east, south and northwest areas of the Regional Center;
- Hosted two public forums to showcase and discuss the Cultural Tourism Initiative and the life sciences initiative, formally known as the BioCrossroads- Central Indiana Life Science Network, which resulted in the participation of more than 250 people;

- Staffed a centrally-located Regional Center office at 26 West Washington Street which served as a meeting and display space during the planning process;
- Created and maintained the www.indyrc2020.org website which made committee notes and presentation materials available online. More than 25,000 visits were logged at the site;
- Promoted forums and workshops through direct mail, email and media outlets; and
- Met with the Mayor's Youth Council, neighborhood associations, Downtown partnerships and dozens of other groups to seek input and build awareness.

In total, more than 1,000 people participated in the preparation of the RCP 2020.

REGIONAL CENTER PLANNING AREA

The Regional Center planning area covers 6.5 square miles in the heart of Indianapolis-Marion County where Interstate 65 and 70 meet. Regional Center boundaries include 16th Street to the north, Interstate 65 and 70 to the east, Interstate 70 to the south and the Belt Railroad to the west.



The Regional Center planning area located in the center of Marion County



INTRODUCTION

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

KEY PRIORITIES

Though the planning process, six priorities that will best promote progress for the next 20 years were established. These priorities include:

LIFE SCIENCES COMMUNITY

Develop mixed-use life sciences research community.

The plan supports BioCrossroads-Central Indiana Life Science Network which encourages collaboration among leading university, corporate and governmental entities to grow and sustain health services, biotech research, higher education and entrepreneurial opportunities. The plan calls for the creation of a research community that includes state-of-the-art research facilities as part of a mixed-use development including open space, improved access and residential, commercial and retail development.

NEIGHBORHOODS

Double the population to 40,000 by 2020 with emphasis on mixed-use development.

The plan calls for the continued support of existing neighborhoods and development of new mixed-use residential areas in the northeast, east, southwest and northwest areas of the Regional Center. The population of the Regional Center is proposed to increase from approximately 20,000 people in the year 2003 to 40,000 people by the year 2020.

MULTIMODAL TRANSPORTATION

Promote a strategic system of mass transportation and pedestrian/bicycle walkways, including the proposed Cultural Trail, to assure universal accessibility.

The plan calls for a healthy public transportation system to form the backbone of an integrated multimodal transportation network. Future transit, greenway, riverfront, Cultural Trail, parking and IUPUI campus enhancements will connect neighborhoods, employment, education and entertainment centers and cultural districts. This integrated system will provide alternate means of transportation, promote healthy lifestyles and provide increased accessibility for all.

TOURISM AND CULTURAL DEVELOPMENT

Expand convention and sports capacities and cultural development.

The plan calls for expanding and sustaining the convention, hospitality, sports and cultural base to enhance the quality of life for local residents and promote Indianapolis to a national and international audience. The implementation of programs developed by the Cultural Development Commission will be pivotal in continuing growth in this area and creating a more dynamic Downtown.

URBAN DESIGN

Evaluate the design review process for the Regional Center.

The plan advocates good urban design to assure a vibrant and appealing Downtown. The plan reinforces efforts to engage the public in the evaluation of the design review process and policies to promote quality design and diversity, improve accessibility and raise environmental awareness.

CONTINUE MOMENTUM

Facilitate and coordinate the implementation of Regional Center Plan recommendations.

The plan calls for ongoing efforts to facilitate and monitor progress of the Regional Center Plan 2020 to assure implementation and achieve the Regional Center vision.

Many other programs in this report are critical to maintaining and improving the overall quality of life in the Regional Center. They include:

- Continued development of the IU Medical School and Wishard, Clarian (Methodist, IU and Riley) and VA Hospitals;
- Continued growth of IUPUI;
- Support for the fine arts, performing arts and "art in public places;"
- Maintenance of public infrastructure, places and facilities;
- Public education; and
- Workforce development.

"The good news is that the Regional Center today already contains the essential university, business, governmental and other institutional assets that should rightfully place us in the center of the marketplace over the next 20 years. That marketplace is both regional and statewide and, increasingly, national and even global in scope. But the challenge for our community will be to realize our true potential by focusing our energies and bringing these impressive institutional assets together into strong working collaborations that can advance our best economic opportunities."

-David Johnson, Regional Center Plan co-chair

NEED FOR THE PLAN

Updated approximately every 10 years, the Regional Center Plan (RCP) consists of recommendations that are designed to enhance life in the Regional Center while acting as a guide for future growth and development.

Activities within the Regional Center far surpass the geographic boundaries of Downtown Indianapolis, with key services provided to the city, the state and a host of businesses and communities across the globe. Examples of institutions anchoring Downtown include: Indiana State Museum and Library, Indiana Statehouse and Government Center, Indiana Convention Center and hotels, federal courts and offices, city government facilities, sports and entertainment complexes, educational facilities, IUPUI, medical centers, national and international headquarters and research facilities. Additionally, more than 120,000 people work each day at jobs located in the Regional Center.

Since the last RCP was prepared in 1990, a surge of growth has occurred including a more than \$3.5 billion investment in Downtown projects. Significant public and private projects in the Regional Center include:

- Circle Centre mall,
- Indiana Convention Center expansion,
- Consecro Fieldhouse,
- Indiana University Emerging Technology Center on the Canal (ARTI, incubator for life science startups) and Indiana University Biotechnology and Training Center on 16th Street (INGEN, IU genomic based research),

- Historic Central Canal expansion,
- Victory Field,
- 1,885 hotel rooms,
- More than 9,500 parking garage spaces,
- White River State Park riverfront improvements,
- Major office buildings (including Eli Lilly's conversion of the Faris building and construction of the Faris 2 office building, Anthem Insurance Operations Center, Farm Bureau Corporate center and Emmis Communications Headquarters),
- Indiana History Center,
- Arts garden,
- Indiana State Museum,
- NCAA Headquarters and Hall of Champions,
- Conversion of the Murat Shrine Temple into the Murat Centre,
- Clarian People Mover,
- More than 1,800 single and multi-family housing units,
- A significant amount of construction at IUPUI and the IU Medical School (including the IUPUI University Library, Cancer Research Center, Center for Young Children, Cancer Care Pavilion, Environmental Management Facility, Van Nuys Medical Science Building, Inflow Hall School of Law, Education & Research Institute, Lilly Laboratory for Clinical Research and Herron Sculpture and Ceramics Building) and
- Indiana Government Center.

At present there are at least 25 additional development projects totaling \$742 million are either under construction or proposed for construction in the Regional Center.

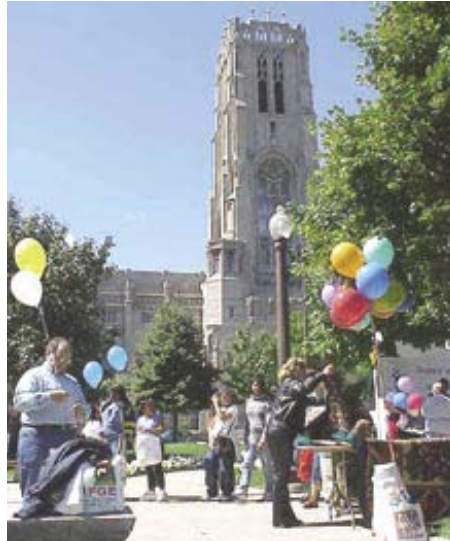
SUMMARY OF PLAN RECOMMENDATIONS

The following is a summary of priorities that were derived from the six "people-use" committees (Enjoying, Living, Working, Learning, Moving Around and Placemaking). Important goals, objectives and projects were often identified by more than one committee. The consolidation of the committee work is reflected in the projects and programs section starting on page 77.

I. ENJOYING DOWNTOWN SUMMARY



The Enjoying Downtown Committee focused on the arts, tourism, conventions, convention facilities, hotels, recreation, shopping, dining and sports.



Fiesta Indianapolis, one of Downtown's many annual festivals

Priorities Summary

Topics emphasized in the Enjoying Downtown section include:

- Continue strong support of arts, culture, conventions, tourism, restaurants, retail shops and housing in the Regional Center. Downtown has many important elements including the Cultural Districts Program, the proposed Cultural Trail, the continued strategic planning for conventions and tourism, the good base of restaurants and retail shops and the significant increase in resident population. These elements are all necessary components for support of existing facilities, the vitality of the area, the attraction of visitors and support of Downtown residents and workers.
- Enhance programming and marketing for Downtown facilities to ensure that they are used to their peak capacity. Increase emphasis on attracting and retaining audiences for Downtown facilities.

- Continue to reinforce the compact core of convention and tourism facilities that contributes to the success of Indianapolis as a destination. Increasing the amount of activity at these facilities relies on the ability of users to get to and circulate between facilities. New development should support existing amenities and connect new and existing facilities through transit links.
- Continue to coordinate, provide routine maintenance and make improvements to sidewalks, landscaping and facilities to ensure that Downtown remains attractive and functional to a diverse population, including our older population and people with disabilities. A wide range of services and amenities at Downtown restaurants, entertainment and recreational venues should meet the needs of a diverse audience through in terms of both affordability and offerings.



DePew Fountain in University Park



INTRODUCTION

2. LIVING DOWNTOWN SUMMARY



The Living Downtown Committee focused on housing, neighborhoods and neighborhood services, human services and health and wellness.



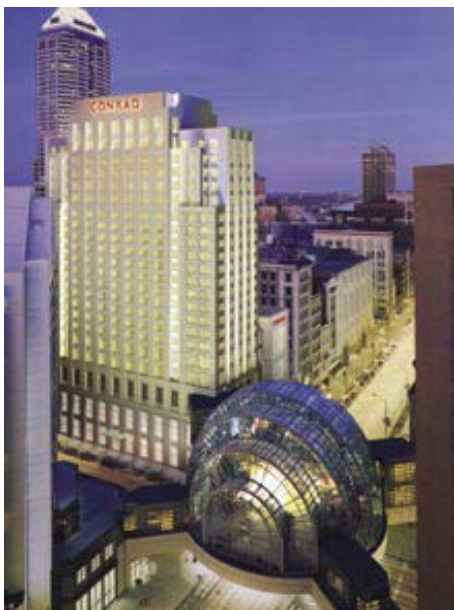
Downtown offers a wide range of housing options including numerous historic districts

Priorities Summary

Topics emphasized in the Living Downtown section include:

- Increase the Regional Center population to 40,000 by 2020. A significant 24-hour resident population is seen as highly important to the area's continued growth and stability. Achieving this will necessitate continued governmental facilitation in housing development in Downtown and nearby neighborhoods. Redevelopment of selected nonresidential areas into new mixed-use districts should include significant residential components. Greater public action and assistance will help offset the special challenges developers face in the Downtown market, even when producing market-rate housing. The residential product should be developed for all incomes and people of all functional abilities. Housing development should be encouraged within the principle of visitability.

- Continue to expand public and private assistance to neighborhood-based organizations, such as the community development corporations, to improve housing and neighborhood conditions for all area residents. Such organizations, Indianapolis Downtown, Inc. and individual businesses and developers also should receive additional support to assist local commercial businesses and neighborhood employers.
- Improve area human services and health and wellness services that benefit vulnerable segments of the population through comprehensive planning that addresses the potential impact of such activities on adjacent areas.
- Provide for a diverse population that includes a mix of incomes, the preservation of the area's urban character, improved connections between areas and accommodations for people with disabilities.



The proposed Conrad Hotel and condominium tower to be developed by Kite Companies and Mansur Real Estate Services, Inc.

3. WORKING DOWNTOWN SUMMARY



The Working Downtown Committee focused on jobs and labor force development, health and life sciences, government and institutions and office and headquarters development.



Downtown thrives on a mix of public and private, traditional and cutting-edge, economic activity

Priorities Summary

Topics emphasized in the Working Downtown section include:

- Promote the Regional Center as a center for domestic and foreign businesses and organizations. Balance resources to support both new business attraction and existing business retention. The creation of jobs and new product development should be important factors in allocating resources. The cost of doing business is one of the most important factors in business location decision making. Regulations, taxes and subsidies should be evaluated to assess their affect on attraction and retention. It is important to identify the nature and scale of public and private financial resources necessary to foster, create and retain new business opportunities in the Regional Center.
- Develop workforce recruitment and retention policies and create opportunities to enhance business-to-business and public-private collaboration. Improve workforce training, raise workforce education levels and eliminate language and cultural barriers. Provide better information about the characteristics of the workforce and better marketing of the workforce to prospective employers.

- Encourage new initiatives related to technology, life sciences, advanced manufacturing and informatics. These initiatives are critical elements of our long-term economic policy. Enhance the federal, state and local government role in supporting new initiatives, focusing on education, attracting employment in the life sciences and identifying and remediating impediments to site preparation. The Regional Center should be promoted as a unique proving ground for public-private partnerships and corporate and institutional collaboration that produces results.
- Develop an environment that provides opportunity for new investment and the creation of jobs. Improve the information technology infrastructure for emerging and existing businesses. Improve pedestrian movement and the overall pedestrian experience.



New Central Library renovation and addition

4. LEARNING DOWNTOWN SUMMARY



The Learning Downtown Committee focused on K-12 education, research and higher education and lifelong learning.



The Key Learning Community is one of Downtown's many public, private, higher education and lifelong learning opportunities

Priorities Summary

Topics emphasized in the Learning Downtown section include:

- Place a high priority on K-12 education, viewing it as the platform upon which other educational pursuits are based. The quality of K-12 educational opportunities is critical to attracting and retaining talented families and individuals.
- Increase the opportunities to participate in leading edge research and to attend top tier higher education institutions related directly to the BioCrossroads- Central Indiana Life Science Network and continued biomedical-based economic development.
- Provide opportunities for lifelong learning, particularly in the form of arts and cultural facilities and programs, enhancing not only the educational opportunities available in the community, but the quality of life.



White River State Park pedestrian bridge at Old Washington Street

INTRODUCTION



5. MOVING AROUND DOWNTOWN SUMMARY



The Moving Around Downtown Committee focused on transportation, infrastructure and public safety.



The Clarian People Mover is Downtown's newest transportation investment

Priorities Summary

Topics emphasized in the Moving Around Downtown section include:

- Improve circulation and access by promoting projects such as the existing Downtown circulator bus, the proposed transit center and long-range rapid transit needs. Evaluate transportation needs and connect each individual transportation mode into an integrated multimodal system.
- Maintain and improve all infrastructure systems to meet the ever-growing demands while minimizing environmental impact. Pursue advancements relating to new technology products and services.
- Continue to ensure the safety of people within the Regional Center. Look for additional ways to make Downtown safe and secure for visitors, residents and workers.



INTRODUCTION

6. PLACEMAKING DOWNTOWN SUMMARY



The Placemaking Downtown Committee focused on urban design, implementation resources, linkages, parks and open space, historic preservation and ecology and sustainability.



West Market Street on a warm summer day

Priorities Summary

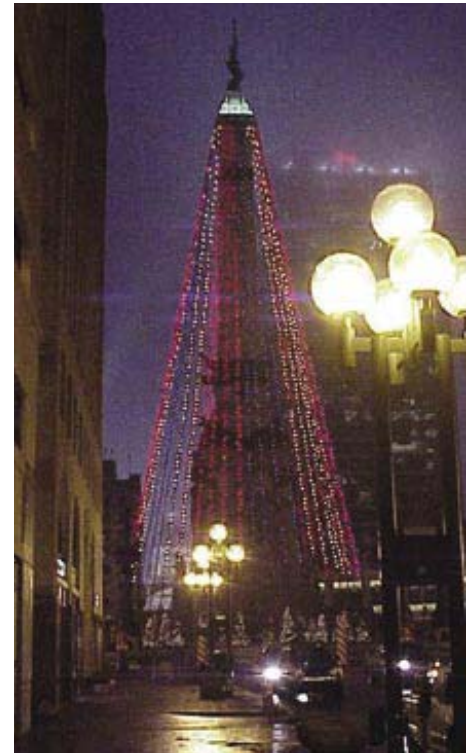
Topics emphasized in the Placemaking Downtown section include:

- Improve and reinforce the existing urban form of the Regional Center. Focus on improving access and linkages including the proposed Cultural Trail, improved mass transportation, a Downtown circulator, the Clarian People Mover, protected walkways and crossings, improved drop-off/pick-up areas and protection of long-range transportation alternatives. Create links between the core, IUPUI, the Cultural Districts, neighborhoods, the Indianapolis International Airport and greenways.
- Continue advocacy for quality design through a design center. Protect, maintain and improve the asset base including, but not limited to, the Canal, monuments, White River State Park, parks and open space, historic districts, IUPUI, Mass Ave, Fountain Square, historic neighborhoods and Eli Lilly. Create unique places and the inclusion of art and sculpture. Promote art as a creator of capital. Advocate for revenue sources to support development and services.

- Increase environmental awareness and integration of air quality, water quality and energy conservation objectives with public works. Promote good, reliable mass transportation and reduced automobile dependency. Incorporate more neighborhood retail and better local connections to workplaces for Downtown residents. Improve full utilization of existing arts and cultural entities. Provide a broad range of education alternatives.



White River Gardens



Monument Circle lit up for the holiday season



Indianapolis skyline from Highland Park



PLANNING PROCESS

OVERVIEW

The Regional Center Plan (RCP) 2020 is a partnership between the City of Indianapolis, the Greater Indianapolis Progress Committee and Indianapolis Downtown, Inc. Ball State University's College of Architecture and Planning: Indianapolis Center assisted in the facilitation of the planning process and operation of the Regional Center storefront office. The plan builds on a tradition of Downtown planning dating back to 1958, when the first Central Business District Plan was adopted. Subsequent Regional Center Plans in 1970, 1980 and 1990 have set the stage and helped guide the tremendous rebirth of Downtown Indianapolis.



Regional Center Plan office at 26 West Washington Street

The plan is adopted by the Indianapolis Metropolitan Development Commission as a segment of the Marion County Comprehensive Land Use Plan. Deputy Mayor Carolyn Coleman and David Johnson served as co-chairs of the planning process and provided instrumental leadership throughout.

STOREFRONT OFFICE

As in past Regional Center Plan updates, a storefront office was opened in the core of Downtown to promote the planning efforts, provide a dedicated discussion and meeting center and solicit the involvement of Downtown users. The storefront, located at 26 West Washington Street across from Circle Centre mall, welcomed more than 500 visitors in addition to the 350 active committee members who met there monthly. The office offered displays of all Urban Design Workshop results, public internet access for the Regional Center website, aerial photos and maps and changing exhibits from the City of Indianapolis and Ball State University that related to Downtown.

REGIONAL CENTER WEBSITE

With assistance from Ball State University, the Regional Center Plan developed a comprehensive, interactive web-based resource dedicated to the plan. The website (<http://www.indyrc2020.org>), provided information resources including maps and aerial photos, summaries of existing plans and initiatives, the history of the Regional Center and sources for additional data. During the Urban Design Workshops, the site provided up-to-the-



Regional Center Plan office displays and public access website terminal

minute information on workshop progress and opportunities for public feedback. The website was instrumental in communicating with committee members during the committee phase of the process by providing a repository for meeting agendas, notes, presentations and maps. Online discussion forums allowed community members to discuss topics such as affordable housing, retail, transit and design issues. The website also offered merchandise for sale featuring some of the best images of Downtown's future from the urban design workshops.

URBAN DESIGN WORKSHOPS

Between June and November 2001, the Regional Center Plan 2020 sponsored three urban design workshops. The workshops were designed as brainstorming exercises to stimulate discussion about the future of the Regional Center and were not meant to develop detailed proposals. These workshops were targeted at specific areas of Downtown that did not have existing plans at the time or for which planners saw a possibility for significant change in the next 20 years. The South Urban Design Workshop, held June 14-18, 2001, looked at the south side of Downtown from the railroad tracks leading to Union Station on the north, I-65 and I-70 on the east and south and White River on the west. The East Urban Design Workshop was held September 20-24, 2001 and focused on the area surrounding the site of Market Square Arena. The Northwest Urban Design Workshop, held November 4-8, 2001, focused on a large area of the northwest quadrant of Downtown including all of the areas studied for potential life sciences development.



Regional Center Plan website

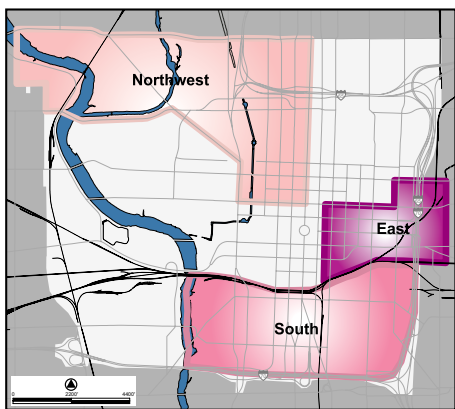


PLANNING PROCESS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

All workshops followed a similar five-day format. A "town meeting" was held to gather stakeholder input to which property owners and businesses were invited through a mailing. This meeting was followed by a day of "key person" interviews, where individuals or organizations with a special interest in or knowledge of the study area discussed their thoughts and answered questions with the workshop team. Using the information gleaned from the town meeting and interviews, in addition to team observations, the workshop team developed several alternative concepts. These concepts were presented back to the community on the final workshop day. The entire workshop process was open to the public and the Regional Center Plan website was updated several times daily during the workshops.

The workshop teams consisted primarily of architecture, landscape architecture and urban planning students and faculty from Ball State University's College of Architecture and Planning. City of Indianapolis planning staff participated and provided support, as did several local design professionals. Each workshop was led by noted design professionals from outside the Indianapolis area in an effort to bring new ideas into the team mix. Bruce Race, FAIA, AICP from Berkeley, California and David Lewis, FAIA, AICP, RIBA from Pittsburgh, Pennsylvania led the South Urban Design Workshop. David Lewis returned to lead the East Urban Design Workshop in September, and Scott Truex from Ball State and Chris Calott from the University of New Mexico led the Northwest Urban Design Workshop.



Study areas of the Urban Design Workshops

SOUTH URBAN DESIGN WORKSHOP

Vision 1: Urban Corporate Campus

The East Street corridor between I-70 and the railroad tracks leading into Union Station has witnessed a significant transformation as three major corporate facilities have either expanded or relocated to the area.

One of Indianapolis' biggest success stories is that of Eli Lilly and Company, one of the world's largest pharmaceutical companies. Lilly has invested millions of dollars in the Regional Center in its physical facilities as well as millions more in jobs and other economic activity. Lilly's decision to remain Downtown has undoubtedly played a significant part in the rejuvenation of the area.

In the 1990s, Farm Bureau Insurance purchased an old rubber factory and converted the building into its corporate facility on the east side of East Street just south of the railroad tracks. Another insurance company, Anthem Insurance, built two "L"-shaped structures for its operations on land between East Street and Virginia Avenue.

The millions of dollars of investment and countless dollars of total economic impact made by these corporations has been a tremendous asset for the area. The physical design and layout of the corporate campus, however, has severed the street grid and produced a very suburban feel to the area. While the security needs of the corporations, especially drugmaker Eli Lilly, are very understandable, this vision looked at ways to continue investment in corporate facilities while maintaining a public, open orientation and preserving the city street grid.

Vision 2: Mixed-Use Heritage

Much of the land in the study area was primarily residential prior to World War II, with single-family homes lining most of the streets south of the Union Station railroad line. Businesses could be found in clusters at larger intersections and as you went north toward Downtown and industry was concentrated along the White River. Middle-class neighborhoods thrived due to their proximity to Downtown, where a vast majority of all people worked. During the early 1970s, I-70 forced the relocation of hundreds of families and had the unintended result of severing neighborhoods in half. The



Concept sketch from the Regional Center South Urban Design Workshop of a new "River District"

Babe Denny neighborhood, historically a Jewish-American neighborhood which became an important African-American center, was severed from neighborhoods to the south and today has suffered with residential demolitions and scattered business or light industrial development. The neighborhoods to the east, including the Fletcher Place and Fountain Square areas, suffered similar relocations, but have survived in much better condition. Other neighborhoods have been replaced entirely by commercial or institutional uses.

Vision 3: Futures

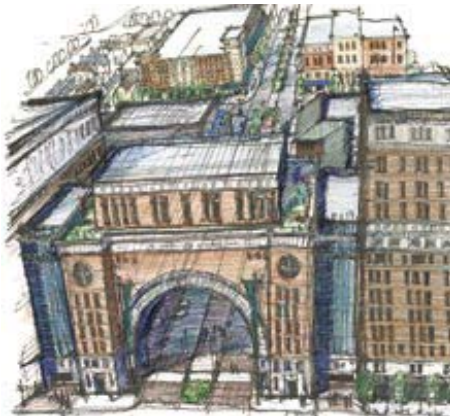
Not long ago Americans lived fairly close to where they worked and shopped. What was not within walking distance was a short trolley or bus ride away. Today, unfortunately, much of this has been lost. Without an automobile, getting to work or to pick up groceries is a very difficult task. Modern ways of living are not sustainable and this vision looks to build a "demonstration district" where future architecture, technologies and ecology blend to create a new mixed-use community. The traditional city grid system is maintained, with streetscape elements reinforcing it. Many of the historic industrial buildings to the west are redeveloped into loft apartments and a retail/entertainment district. Expansion of the corporate campuses of Lilly and Anthem Insurance are planned for as well. The vision also incorporates a new sports facility on the banks of the White River, building off of White River State Park and taking advantage of the historic steam plant across the railroad

tracks from Victory Field. New housing focuses on environmental courtyards, where children can play and knowledge workers from the nearby Kentucky Avenue information technology area and from Eli Lilly and Company can share knowledge. New forms of architecture that incorporate energy efficiency, alternative forms of energy and sustainability are the cornerstone elements of this development. A focal point is the White River, where an extensive park and trail system celebrates both the history and ecology of the river system.

EAST URBAN DESIGN WORKSHOP

Vision 1: Patching the Urban Quilt

This vision is the most basic of the three visions from the Regional Center East Urban Design Workshop, leaving virtually all existing buildings in place and using infill development to fill gaps. The area has many vacant lots and surface parking lots that can be developed with mixed-use buildings of varying densities. The Market Square Arena site contains two mid-rise office buildings for private or government use, as well as apartment buildings as recommended in the City's economic study of the site. All buildings have ground-floor retail. The intersection of Alabama and Market streets is tapered to form an interior plaza, or the "new Market Square" and provides additional outdoor space for office workers as well as City Market vendors and patrons. A new public park is developed just south of the Lockerbie neighborhood to serve the growing residential population, while



Concept sketch from the Regional Center East Urban Design Workshop of a new downtown museum

extensive landscaping buffers the railroad and interstate from both residential and business uses. Wabash Street and Park Avenue become key pedestrian corridors, linking businesses, residential areas and the Downtown core. Along Wabash Street an artist district builds off of the existing Mass Ave Cultural District to the north.

Vision 2: New Landmarks

This vision takes an entirely new look at the eastside area, envisioning for the most part complete redevelopment. On the Market Square Arena site, a new and elaborate contemporary art museum is proposed to become part of an expanded Market District lining Market Street and containing both lunchtime destinations as well as neighborhood-oriented businesses like a drug store, grocery store, hardware store and general store. A formal neighborhood center is developed at the intersection of Market and Park, where the intersection is chamfered to form a square. Virtually all buildings are mixed-use, containing parking, residential, retail, office and garden space. Wabash Street is transformed into an interior pedestrian street while retaining the actual street below for deliveries and parking. The Mass Ave Cultural District is essentially expanded into most of the eastside, creating a unique district that in itself is a destination Downtown. High-density buildings line busy streets like Washington Street, while medium- and low-density buildings line other streets. A judicial center is proposed just north of the existing Marion County Jail on Maryland Street to provide additional, more secure facilities for the court system. Extensive landscaping and streetscaping combine with the urban design components to create a more attractive and unique district for workers, residents and visitors.

Vision 3: Futures

This vision includes a mix of new redevelopment and retention of existing buildings. Emphasis on street improvements is focused along Market Street, where its intersection with the Interstate is marked with new artistic lighting designed by local artists. A new school, possibly a magnet school, is proposed along Park Avenue just south of the Lockerbie neighborhood to serve the growing and proposed residential population in the area. At the base of Massachusetts Avenue, a new Indianapolis Museum of Art is envisioned to be built on a current surface parking lot, while a new judicial center is built on the parking lot

just north of the Marion County Jail. On the Market Square Arena site, a mix of apartments, retail shops and office space is built around interior courtyards. Extensive landscaping of the Interstate, the railroad and surface parking lots combined with new ecologically focused parking garages improve the visual and ecological environment of the study area.

NORTHWEST URBAN DESIGN WORKSHOP

Vision 1: Stadium Drive

The Stadium Drive area has a mixture of light industrial, transportation and service industry uses that support the Downtown core. Major arteries including 16th Street and Stadium Drive, connect the area with Downtown. It is also home to Bush Stadium, once the home of the Indianapolis Indians baseball team. Stadium Drive also has excellent access to natural environmental features, with Fall Creek and the White River forming three of its four boundaries. The Indianapolis Water Company also maintains substantial open land and the White River and Fall Creek trails in the Indy Parks Greenways provide excellent recreational opportunities.

In this vision, emphasis is placed on developing new medium-density housing along the waterways, while maintaining commercial, light industrial or research uses along major streets. An extensive network of pedestrian trails builds on the presence of the greenways system, while the Clarian People Mover is expanded. Ideas for IUPUI student housing are proposed, as well as an idea for gaining more public enjoyment of



Concept sketch from the Regional Center Northwest Urban Design Workshop of canalwalk development



PLANNING PROCESS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

the wellfields at the mouth of Fall Creek while, at the same time, taking into account security concerns over the public drinking water supply. Overall, this vision sees the Stadium Drive area transformed into a 24-hour activity area, where people live, work and play.

Vision 2: Midtown Ransom Place

By the late 1800s, the near-west side of Downtown, centered around Indiana Avenue, had become a center of African-American business and culture. One prominent business was the Madame C.J. Walker Beauty Supply Company, founded by the first American female millionaire, for whom the current Madame Walker Theatre Center is named. The Ransom Place neighborhood, part of the general Midtown area, was an early prominent African-American neighborhood, and the vernacular construction is today recognized as a historic conservation district. The area is also home to Crispus Attucks Middle School and Museum, named after a runaway slave who died fighting the British in the American Revolution.

This vision builds on the important African-American heritage of the Indiana Avenue area. For the historic residential areas, infill housing is proposed, with single-family and two-family homes filling in gaps along residential streets and high-density rowhouses and senior courtyard apartments lining busier streets. A new neighborhood-oriented commercial center is proposed near the intersection of 10th and 11th streets. This "Ransom Village Center" contains many shops and services oriented to the surrounding neighborhoods and employment areas, including a grocery store, pharmacy and restaurants. A new YMCA facility is an important part of this new center, while a "Walker Arts District" is developed along Indiana Avenue. This new district, focused around the historic Madame Walker Theatre Center, includes new commercial development, an Indiana Black Expo Heritage Center and Museum and a new IUPUI theater.

Vision 3: Methodist Near North

The Near North area, including Methodist Hospital, is truly a mixed-use area. Single-family homes, large apartment buildings, major health care facilities, commercial and light industrial uses are all in very close proximity to one another. The People Mover also strengthens the relationship between the Near North area and

the IUPUI campus, while the Interstate system will continue to make the area a hub of vehicular traffic.

This vision looks at opportunities for infill development, adaptive reuse and complete redevelopment of portions of the Near North area. A focal point for activity is at the north end of the historic Central Canal, where a new Clarian Health (the owners of the land) facility is placed with a hotel and conference facility. The Canal is extended north of the Interstate and forms the backbone for a completely new mixed-use and biotechnology center. The Clarian People Mover, currently connecting Methodist Hospital with Indiana University Medical Center and Riley Hospital, is expanded to form a loop, thereby expanding the market and usefulness of the system. In neighborhoods to the east of Methodist, infill housing is envisioned, along with some apartment buildings along major streets and at intersections. Most streets are landscaped and have streetscape improvements to help make the area a more attractive place to live, work and visit. This is especially true for I-65, one of Downtown's major gateways. This vision also shows redevelopment of the Stadium Drive area, which becomes a mixed-use and bio-tech district as well.

Vision 4: Historic Central Canal

This vision looks at the historic Central Canal area and proposes infill development to eliminate surface parking lots and vacant land to knit the district into the rest of Downtown. The presence of the Canal is built upon by proposing better pedestrian access, increased frontage through canal "spurs," and green pedestrian links between the Canal and the American Legion Mall. Most development is proposed as mixed-use development, consisting of apartments, parks, offices, retail shops, restaurants and parking. Better pedestrian links between blocks combined with streetscape elements on most streets help to make the entire area a much more walkable, pedestrian-friendly area. And the Core of Downtown is expanded to include the southern part of the study area. In this area larger buildings provide additional office space, retail shops, hotel rooms, entertainment facilities and apartments or condominiums.

COMMITTEE PROCESS

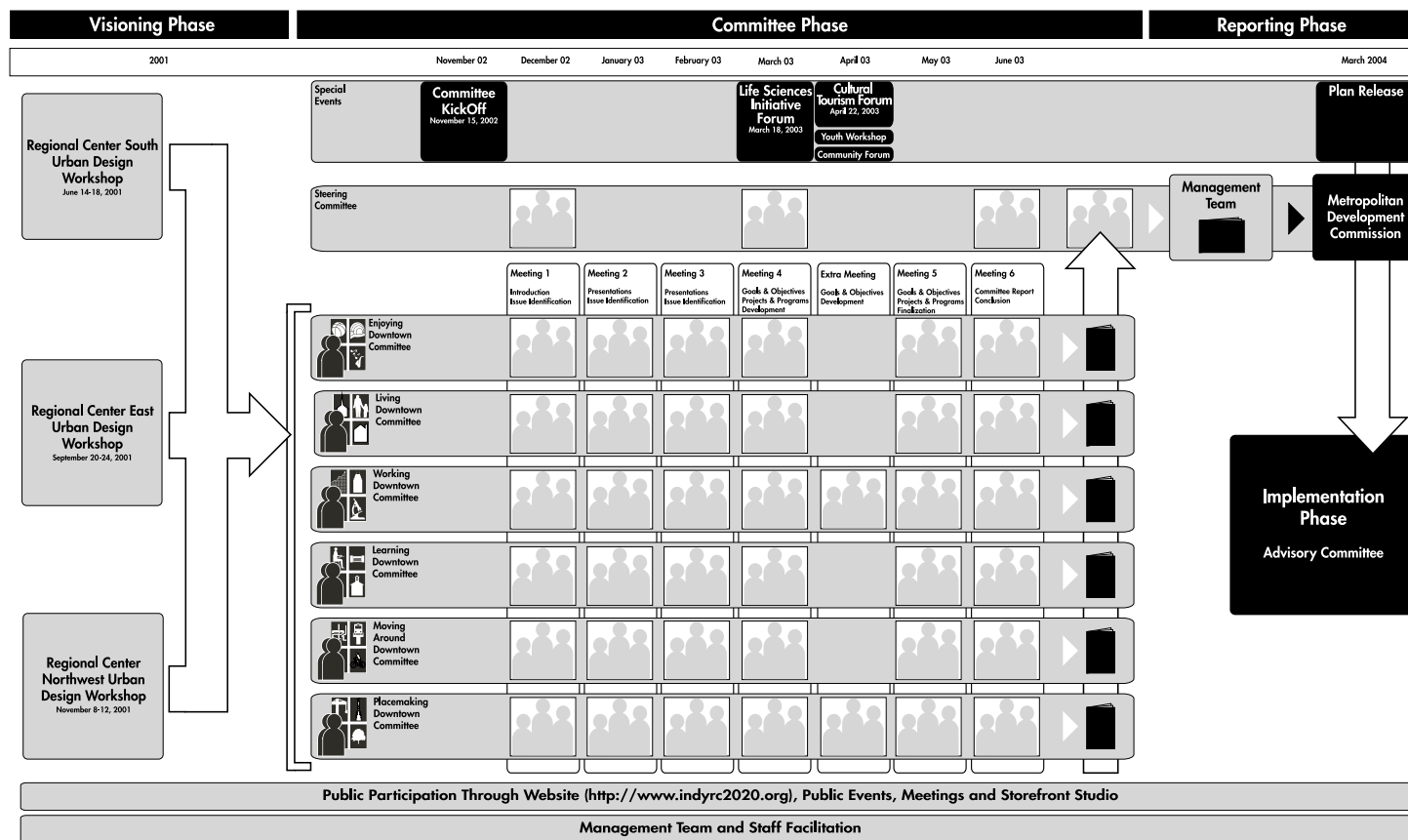
Past Regional Center Plans (RCP) have used a traditional approach to planning where committees examined individual topics such as education, infrastructure, office development or housing. In an effort to encourage a more comprehensive view of Downtown, the RCP 2020 used a "people-use" approach. This approach grouped numerous topics into committees organized around how people use Downtown. They use Downtown to live, to work, to enjoy and to learn. The Moving Around Committee looked at how people, goods and services and utilities move around and are delivered, while the Placemaking Committee examined the built and natural environment of Downtown. These six "people-use" committees were each led by two co-chairs who also served on a larger Steering Committee which provided guidance on overall plan development.

Committee membership consisted of over 350 active participants. Membership on all "people-use" committees was open to all and included a representative cross-section of Downtown stakeholders. The Steering Committee was made up of all "people-use" committee co-chairs and additional Downtown stakeholders. See the credits section at the end of this report for a complete list of committee participants.

Committees followed a simple decision-making process by first identifying strengths and weaknesses, by then gathering information through presentations and research and finally by developing goals, objectives and projects and programs. The material developed by each committee was assembled into a committee report. This material served as a primary source of input into the development of this final plan document.



Regional Center Plan Kick-Off



Regional Center Plan Process



Regional Center Plan Committee Meeting



Regional Center Cultural Tourism Initiative Forum



Regional Center Life Sciences Initiative Forum



PLANNING PROCESS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

REGIONAL CENTER FORUMS

Two major initiatives paralleled the development of the RCP: the Indianapolis Cultural Tourism Initiative and BioCrossroads- Central Indiana Life Science Network. Because both of these initiatives impact Downtown, plan partners organized two public forums designed to understand and incorporate the work of each initiative into the overall framework of the RCP. The two forums also provided a chance to "cross-pollinate" all of the "people-use" committees.

LIFE SCIENCES INITIATIVE FORUM

The Regional Center Life Sciences Initiative Forum, held March 18, 2003 featured the unveiling of a draft plan for a life sciences research community in Downtown's northwest quadrant by consulting group Beyer Blinder Belle. More than 125 committee members and other members of the public attended to see how plans for a research community—including institutional, research, residential, transportation and park uses—were progressing. BioCrossroads- Central Indiana Life Science Network is a collaborative effort of Eli Lilly and Company, Indiana University, Purdue University, the Central Indiana Corporate Partnership and the City of Indianapolis. A major physical component of the initiative is a life sciences district Downtown to build off of the presence of existing research and health industry leaders like IUPUI, IU Medical School, Clarian Health and Eli Lilly and Company.

Key features of the plan unveiled include three "districts" in Downtown's northwest quadrant: the Stadium Drive area, the north end of the historic Central Canal and the area south of Methodist Hospital—all within the Regional Center planning boundaries. With up to 15.6 million square feet of development capacity, the research community represents a tremendous potential investment in

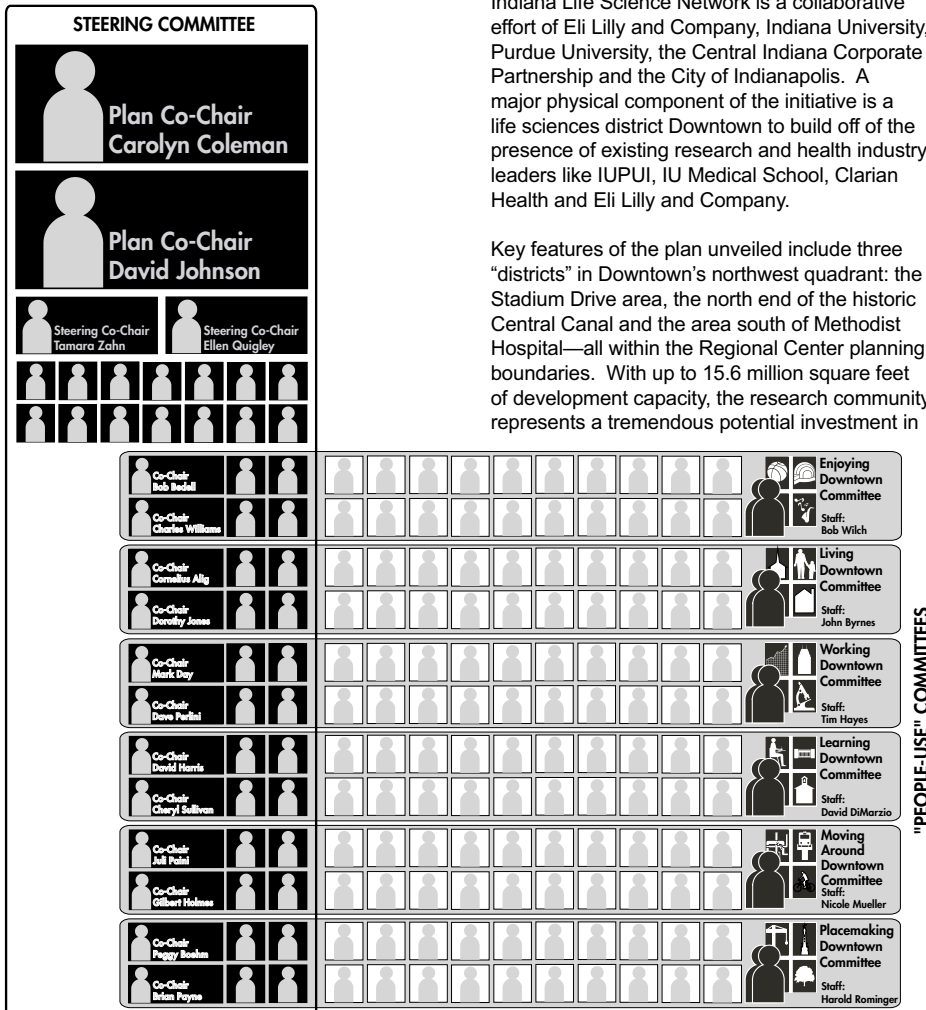
the Downtown area. Other features of the plan include mixed-use development, up to 31,000 structured parking spaces, additional housing, new parks, extension of the People Mover and significant water supply infrastructure changes.

CULTURAL TOURISM INITIATIVE FORUM

The Regional Center Cultural Tourism Initiative Forum, held April 22, 2003, featured presentations that connected two major Cultural Tourism Initiative projects—a Public Art Master Plan and the Cultural Districts Program—with a proposal under study by the Indianapolis Metropolitan Planning Organization for a Downtown greenway, the Cultural Trail. Over 150 committee members and the interested public attended the forum at the Indiana History Center.

The Cultural Tourism Initiative is designed to help improve the quality of life for Indianapolis residents and enhance visitors' experience by capitalizing on the city's cultural amenities and attributes. The Initiative, at the time of the plan, had undertaken two major program areas: a Public Art Master Plan and a Cultural Districts Program. By cataloging existing public art, identifying potential locations for new art, suggesting a structure and administration for a public art program and identifying potential funding resources, the Public Art Master Plan will support the city's efforts to make art more accessible in the lives of residents and visitors. The Cultural District Program seeks to further enhance and develop five distinct cultural "pockets" of activity, three of which are located in the Regional Center: Historic Central Canal and White River State Park, Mass Ave and the Wholesale District.

The Metropolitan Planning Organization is studying the feasibility of a Downtown hub greenway known as the Cultural Trail. The proposed trail will link the Downtown's newly designated cultural districts with a dedicated bicycle and pedestrian path system through and around Downtown. It represents a convergence of the Cultural Tourism Initiative, the successful Indy Parks Greenways program and the Metropolitan Planning Organization's planning for a walkable and bicycle-friendly community.



Regional Center Plan Committee Structure



ENJOYING DOWNTOWN

INTRODUCTION

The Enjoying Downtown Committee met six times beginning in December 2002. Members discussed the arts, tourism, conventions, convention facilities, hotels, recreation, shopping, dining and spectator sports.

The Regional Center has always been an important destination for conventions, tourism, entertainment, recreation, shopping, dining, arts, culture and sporting events. Since the last Regional Center Plan was completed in 1990, there have been many noteworthy additions to facilities that attract visitors and central Indiana residents to the Downtown. According to the Indianapolis Convention & Visitors Association, in the 10-year period from 1990 to 2000, the number of Indianapolis convention visitors showed a 44 percent increase from 573,235 to 822,914 people.

Downtown added a significant number of new restaurants, especially in and around Circle Centre mall. There was a 50 percent increase in hotel rooms in the Downtown with 1,857 rooms being added to the existing 3,705 rooms based on Indianapolis Convention & Visitors Association and Indianapolis Downtown, Inc. data.

The Indiana Convention Center underwent two major expansions in 1993 and 2001, with a total added investment of nearly \$90 million. The expansion brings the center into the top 25 convention facilities in the nation. Union Station received a \$7.8 million renovation for a conference facility connected with the Crowne Plaza Hotel. White River Gardens was constructed in 1999 at a cost of \$14.5 million on 3.3-acres adjacent to the Indianapolis Zoo. The Zoo had its first major addition since its opening in 1988, in the construction of the \$3.3 million Polly Horton Hix Animal Care Complex.

The RCA Dome received a \$20 million upgrade with new entrances, elevators and additional box and suite seats. Conseco Fieldhouse was constructed in 1998 to replace Market Square Arena. The \$183 million facility is home to the City's basketball (Indiana Pacers and Fever) and arena football (Firebirds) teams and serves as a venue for other indoor events. Victory Field was constructed in 1996. This 13,500-seat baseball stadium is home to the Indianapolis Indians.

In 1997 Indianapolis was selected over 52 other cities as the location for the new National Collegiate Athletic Association (NCAA) headquarters. The Indiana Sports Corporation (ISC) was instrumental in the process which resulted in the NCAA's decision. The \$50 million NCAA headquarters was completed in 1999 in White River State Park. In a recent study prepared for the ISC, it was found that this important facility has an estimated annual impact of \$63.3 million on the local and state economy.

Circle Centre mall, a \$320 million public-private development, opened in 1995 in the heart of Downtown. Coupled with above and below ground parking garages, Circle Centre contains Parisian and Nordstrom department stores and more than 100 specialty shops, restaurants and entertainment clubs.

The historic Central Canal west extension was completed at a cost of \$20 million. This link connects the existing Canal alignment south and west through White River State Park to the White River. In 2001, the renovation of the historic Central Canal was completed with the north extension from St. Clair Street to 11th Street at a cost of \$9.3 million. Other recent additions to the Indy Parks Greenways that impact the

Regional Center include: an extension of the White River Wapahani Trail from the Indianapolis Water Company Canal Towpath at 30th and White River to the IUPUI area with a new \$500,000 pedestrian bridge at the confluence of White River and Fall Creek and a \$1.8 million extension of the Monon Trail from Fall Creek Parkway to 10th Street on the northeast corner of the Regional Center.

The Athenaeum, built in 1898, completed a \$5 million renovation. The Athenaeum is home to the American Cabaret Theatre, YMCA and Rathskeller restaurant. The historic Murat Shrine Temple received an \$11 million conversion to become the Murat Centre, a venue for concerts, Broadway shows and other public events. The Indianapolis Symphony Orchestra Foundation renovated the former Washington Place as a new headquarters at a cost of \$3.6 million. In 1999 the Indiana Historical Society opened the new \$35.7 million Indiana History Center, which is a classical facility that includes historical exhibits, resources, a shop and café along Downtown's historic Central Canal.

The Indianapolis ArtsGarden was completed in 1995 at a cost of \$12 million. It is an eight-story glass atrium that hovers above the intersection of Washington and Illinois streets and provides a striking hub for Downtown's artistic venues and community. The Scottish Rite Cathedral undertook the first phases of a \$10 million renovation campaign.

There have been three significant museum openings in the Regional Center recently. The NCAA headquarters contains the 35,000 square foot Hall of Champions which includes the Great



South Illinois Street and Circle Centre mall

Hall, theaters, display areas, Hall of Honor, the Gymnasium, gift shop and the Wrap-Around Video Wall. The Indiana State Museum is the latest addition to White River State Park. The \$105 million, 270,000 square foot facility is one of the largest state museums in the nation and includes Indiana's only IMAX theater, a replica limestone quarry and provides a home for more than half a million artifacts. The Colonel Eli Lilly Civil War Museum was opened in 1999 beneath the Soldiers and Sailors Monument on Monument Circle. The \$1.5 million museum contains Civil War artifacts and stories from Indiana's Civil War soldiers.

The prominence of the Soldiers and Sailors Monument on the Circle is evidence that memorials have always held a prominent place in the Downtown. Among recent additions to the list of Downtown memorials are the USS Indianapolis Memorial, Congressional Medal of Honor Memorial, Korean War Memorial, Vietnam War Memorial and the Indiana Law Enforcement and Firefighters Memorial.

Following is a list of topics that the Committee emphasized in all of its discussions:

- **Support of Existing Facilities** It is essential that existing facilities not be undermined by new development. Any new development should enhance the existing base.
- **Arts and Culture** Arts and culture are both very important to the vitality of the Regional Center. Proposed projects, such as the Cultural Districts Program and the proposed Cultural Trail are key components to the future of the Downtown.
- **Conventions and Tourism** Conventions and tourism play a major role in the life of the Regional Center. The city needs to continue strategic planning to be competitive in these areas.
- **Facility Programming and Audience Development** Consideration needs to be given to enhanced or increased programming for Downtown facilities to ensure that they are used to their peak capacity. More emphasis should be given to attracting and retaining audiences for Downtown facilities.

- **Diversity** It is very desirable that the Regional Center serve and appeal to a very diverse audience. Hospitality attractions, including restaurants, entertainment and recreation, should be diverse in terms of affordability and offerings.
- **Housing** The Regional Center needs to have a significant increase in resident population to help support existing facilities and add vitality to the area.
- **Marketing and Cross-Promotion** Marketing of existing facilities is very important. More cross-promotion of facilities is desirable. Marketing and promotion are key to audience/user development of convention facilities, arts and cultural venues, entertainment facilities, sports and recreation facilities, festivals, other events, shopping and dining.
- **Compact Core and Ease of Circulation** The compact core of convention and tourism facilities is responsible for much of the success of Indianapolis as a destination. As new developments occurs, it needs to occur adjacent to existing facilities or be connected to these facilities through transit links. Enhancing the ability for users of Downtown facilities to get to and circulate between facilities is very important for increasing the amount of users of these facilities.
- **Landscaping and Facility Maintenance** Attention needs to remain focused on coordinating and providing routine maintenance of Downtown sidewalks, landscaping and facilities to ensure that Downtown remains attractive and functional.

TOPICS

This Enjoying Downtown section covers the following topics:

1. Arts
2. Tourism, Conventions, Convention Facilities and Hotels
3. Recreation
4. Shopping and Dining
5. Sports

MAP E-1 LEGEND

- Hotels
- Performing Arts, Entertainment and Recreation
- Shopping and Movie Theaters
- Sports Venues
- Museums and Historic Sites
- Parks and Memorials
- Government, Banks and Other Services
- Parking
- Potential Cultural Trail
- Trails
- Cultural District

Source: Indianapolis Downtown, Inc.

I. ARTS

There are 48 arts organizations/venues, 20 museums and historic sites, 16 galleries and 10 performing arts theaters in the Regional Center.

GOAL I

Ensure that development of arts and culture remains a major initiative in the Regional Center.

OBJECTIVES

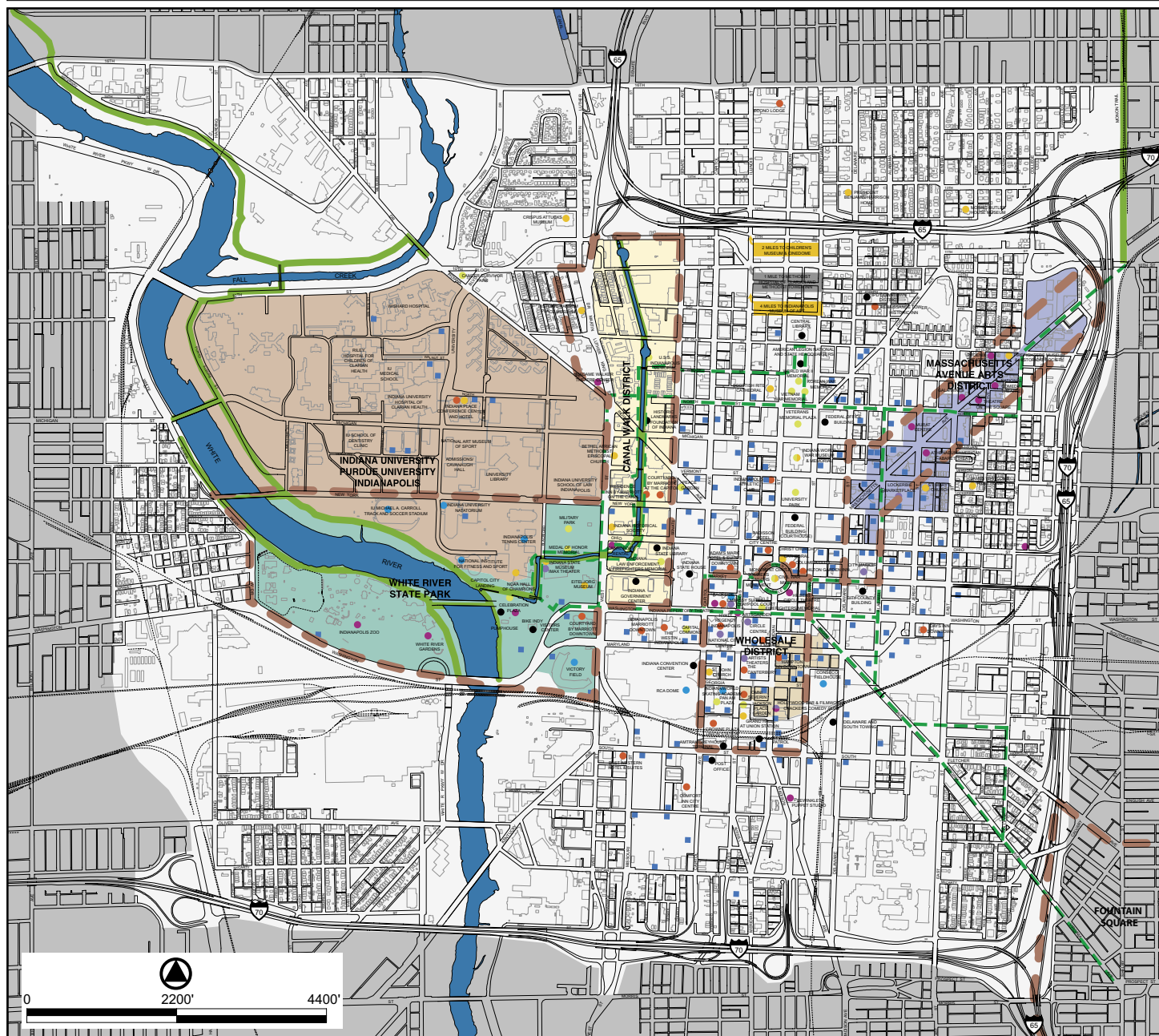
- **Arts and Culture Venues** Continue to support and develop arts and cultural venues and districts in the Regional Center not only to make the area attractive to visitors, residents and workers, but also to encourage economic development.
- **Marketing** Market Regional Center arts and cultural facilities and events.

See page 77 for projects and programs related to the topic of the arts.



NCAA Hall of Champions

MAP E-1: EXISTING AMENITIES



2. TOURISM, CONVENTIONS, CONVENTION FACILITIES AND HOTELS

The Regional Center has nine major sports complexes, the Indiana Convention Center, 32 hotels or inns, six shopping destinations, government/banks and other services.

There is an extensive skywalk system that links eight of the hotels to the Indiana Convention Center and Circle Centre. The Regional Center has such diverse attractions as Circle Centre, Crackers Comedy Club, the Indianapolis Zoo, White River Gardens, historic Central Canal, Firefighters Museum, Indiana Historical Society, USS Indianapolis National Memorial, Colonel Eli Lilly Civil War Museum, Crispus Attucks Museum, James Whitcomb Riley House, NCAA Hall of Champions, RCA Dome, National Museum of Art and Sport, Indiana Repertory Theatre, Madame Walker Theatre Center, Hilbert Circle Theatre, Phoenix Theatre and Monument Circle.

GOAL 2

Continue to make the necessary improvements in the Regional Center that enhance Downtown's ability to attract visitors and other users.

OBJECTIVES

- **Conventions** Expand and develop the Indianapolis convention capacity and convention related services to (1) meet the needs of convention goers, (2) provide convention goers with a positive experience, (3) increase the city's competitive edge in the Nation, (4) create a compact critical mass of facilities and (5) provide for economic growth of the region.
- **Marketing** Market Regional Center tourism, convention, hotel and convention facilities.
- **Maintenance and Image** Maintain the image of the Regional Center as being very clean with well maintained landscape areas.
- **Entertainment** Increase the types of entertainment and leisure activities necessary to attract more people and a wide variety of users to the Downtown.

See page 78 for projects and programs related to the topics of tourism, conventions, convention facilities and hotels.



Concept sketch from Regional Center South Urban Design Workshop of "River District" containing shops, restaurants, entertainment and nightlife developed in reused industrial buildings

3. RECREATION

The Regional Center has 11 attraction, entertainment, recreation and winery destinations; 24 memorials; parks and gardens; and three movie complexes.

GOAL 3

Ensure that there are a broad range of recreational opportunities in the Regional Center to meet the needs of a diverse customer base.

OBJECTIVES

- **Recreation Variety** Promote a broad range of recreational activities and facilities in the area for people of all abilities and ages in order to offer opportunities to visitors, residents and workers in Downtown.
- **Marketing** Market Regional Center recreational facilities.

See page 79 for projects and programs related to the topic of recreation.

4. SHOPPING AND DINING

There are more than 200 eating and drinking establishments and more than 200 retail stores in the Downtown. A recent listing of ethnic restaurants in the Indianapolis area shows 56 ethnic restaurants in the Regional Center, with the biggest concentration being at the City Market.

GOAL 4

Ensure that the development of shopping and dining opportunities remains a vital part of growth in the Regional Center.

OBJECTIVES

- **Unique Shopping and Dining** Continue to develop and support new and unique shopping and restaurant opportunities in the Regional Center so that the Downtown is attractive and meets the needs of visitors, residents and workers.
- **Marketing** Market Regional Center shopping and dining facilities.

See page 79 for projects and programs related to the topic of shopping and dining.

5. SPORTS

The Regional Center has Conseco Fieldhouse (Pacers, Fever, Firebirds), IU Michael A. Carroll Track and Soccer Stadium, Indiana University Natatorium, Indiana/World Skating Academy, Indianapolis Tennis Center, National Institute for Fitness and Sport, RCA Dome (Colts) and Victory Field (Indians). Immediately adjacent to the Regional Center is Kuntz Stadium (Blast).

GOAL 5

Ensure that sports remain a major priority in the development of the Regional Center.

OBJECTIVES

- **Sports Venues** Continue to support a range of spectator sports in the Regional Center, so that the city remains competitive.
- **Marketing** Market Regional Center sports facilities.

See page 80 for projects and programs related to the topic of sports.



Victory Field



LIVING DOWNTOWN

INTRODUCTION

The Living Downtown Committee met six times. Members included housing developers, neighborhood representatives, officials from human service agencies and concerned citizens from the larger community. Issues discussed included those that impact Downtown and near-Downtown areas as communities and places to live.

Downtown has seen substantial neighborhood and housing reinvestment since the Plan was last updated. In addition, areas surrounding Downtown such as the historic neighborhoods, traditional neighborhoods and the highly successful Fall Creek Place, have demonstrated the continued demand to live near Downtown.

An increase in housing (people) is of primary importance to the Downtown's continued growth and revitalization. The population of the Regional Center is proposed to increase from approximately 20,000 people in the year 2000 to 40,000 by the year 2020.

Downtown housing helps to extend activity in the area past the end of the workday. Existing businesses can become more viable; additional businesses will invest in the area because of

an increased residential base. People who live Downtown identify strongly with the area and act as additional stakeholders for it, helping sell the importance of the area and increasing the attention paid to its needs and potentials. A call for increased City commitment and action on Downtown housing is a high priority for many.

Another important aspect of the population Downtown is the increased sense of community that is being developed by Downtown residents and their commitment to patronizing Downtown businesses and institutions. This also extends to neighborhoods adjacent to the Regional Center.

While seeing connectivity to Downtown, a number of the neighborhoods also are concerned with some of the matters that inner city areas have traditionally faced, such as an older and deteriorating housing stock, business disinvestment, loss of jobs and deteriorating infrastructure. Committee members representing these neighborhoods are concerned that their areas will not be able to take advantage of their proximity to Downtown and its continuing growth and will be left further behind economically. At the same time, there is the concern that this proximity will and has made parts of their neighborhoods vulnerable to redevelopment for other uses to the detriment of existing residents.

Although the Regional Center Plan's land use plan component will be restricted geographically, a number of recommended projects and programs also can apply to the peripheral neighborhoods. Conversely, many project and programs proposed or underway in adjacent areas (such as Fountain Square, East 10th Street, Tinker (16th) Street and at Meridian and Morris streets) are also important to portions of the Regional Center and can help revitalize and provide for stronger interaction among those areas and the Regional Center.

Ensuring a diversity of residents representing a mix of incomes was another priority concern. The needs for additional affordable housing for area residents, both owners and renters, and additional assistance to existing home owners were stated by many.

At the same time, there is great potential to be gained in continuing to attract residents representing a full range of incomes, including

people of higher income and/or business and institutional decision-makers. Housing appealing to such individuals could include high-rise condominiums, newly constructed townhomes and infill housing and/or historic homes. These new residents can act as additional community leaders for their immediate areas. They can also benefit Downtown in general as promoters for a wide variety of interest areas including business attraction and retention and arts and culture. The discussion that follows includes the need to identify the types of governmental assistance that should be made available to developers and investors providing housing across all income ranges.

Finally, an overall premise to discussing Downtown and near-Downtown living was the importance many on the Committee placed on the areas' uniqueness and the need to preserve and build upon that. This includes issues of overall physical form and appearance, such as beautifying streets and pedestrian ways, appropriate uses along them and the historic character of some areas. These matters are discussed in greater detail in the Moving Around Downtown and Placemaking Downtown sections of this report.

TOPICS

The Living Downtown section covers the following topics:

6. Housing
7. Neighborhoods and Neighborhood Services
8. Human Services and Health and Wellness



Firehouse Square

6. HOUSING

The population within the Regional Center's boundaries (also see Regional Center Census Tracts map) was 16,963 persons in 1990 with 10,768 housing units. In 2000, it was 19,640 persons with 9,745 housing units. The increase in population is largely due to an approximate doubling in group quarters (such as nursing homes and jails). The actual number of housing units declined over the 10-year period as some housing became dilapidated or was demolished and as some projects were emptied to await renovation (the Census only counts habitable units).

Occupancies did improve over the period from a vacancy rate of approximately 22 percent in 1990 in the five Census Tracts entirely within the Regional Center to approximately 14 percent in 2000. Housing production also has been increasing since the 2000 Census with 991 units completed or under construction. This equates to 330 units per year.

IUPUI has constructed an 800-bed dorm complex, which is an important step in helping increase the University's student presence in the area. The IUPUI Campus Planning Framework includes proposals for a total of 1,880 student beds. Students at other area colleges (Indiana Business College has a Downtown campus and Ivy Tech State College a near-Downtown campus) also are potential customers for Downtown housing. The three schools combined have approximately 37,215 students.



Canal Square Apartments



The Continental at Vermont Place

It is expected that the recent growth in housing units will continue. A number of projects have been announced. Recently, the City also has requested developer proposals for the reuse of the site of Market Square Arena for mixed-use, which includes a housing component. Responses have been received and include from 178 to 485 units.

The housing successes have not been without difficulties, however. Constraints have yielded lower-density projects in some instances and certain lands proposed for housing have been developed for other uses. For example, the 1990 plan recommended land for 1,850 new housing units along the Canal from New York Street to 11th Street. Since that plan, there has been a number of impressive and significant apartment complexes constructed along the historic Central Canal and the area is essentially at build-out for housing sites, but the number of new units is just under 1,000 or 850 units less than originally recommended.



Concept sketch from the Regional Center South Urban Design Workshop of "knowledge worker" housing

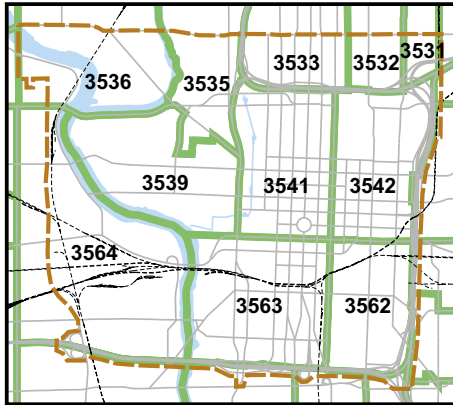


Concept sketch from the Regional Center South Urban Design Workshop of new urban housing

Very important to the area's growth and improvement are the people who choose to live Downtown because of the urban setting and lifestyle offered and who are advocates for the area. This will need to expand to other stakeholders so that the area's housing and neighborhood components can overcome the impediments that face them. It also will be important that more areas be made available for housing and that new projects generally be realized at densities higher than have been in the past.

Additional study is needed to identify the types of government assistance that should be made available to developers and investors to increase the pace of housing construction Downtown. This includes identifying how to reduce the impact on projects of higher property taxes in Center Township and the potential need for using the City's bonding capabilities to construct parking garages in areas where high-density housing (housing generally at 50 units per acre or greater) is appropriate but difficult to achieve due to parking constraints. While exploring the need to assist in the provision of parking, including parking garages, it is important to recognize that improved mass transportation can help reduce this need.

REGIONAL CENTER POPULATION AND HOUSING



Census Tract	Population			Housing		
	1990	2000	Change	1990	2000	Change
3531*	216	69	-147	172	48	-124
3532*	1,421	1,187	-234	792	583	-209
3533*	1,972	1,751	-221	1,853	1,408	-445
3535*	1,896	2,020	124	1,094	1,191	97
3536*	457	721	264	227	365	138
3539	1,031	1,503	472	358	203	-155
3541	1,533	2,258	725	1,545	1,484	-61
3542	3,552	3,699	147	2,870	2,726	-144
3562	2,021	3,144	1,123	569	582	13
3563	519	1,223	704	263	259	-4
3564*	2,345	2,065	-280	1,025	896	-129
Total	16,963	19,640	2,677	10,768	9,745	-1,023

* Partial tract

Population includes group quarters

Source: U.S. Census

GOAL 6

Create an environment that will encourage the development of a range of housing types and affordabilities, that are high-quality and that are at densities and character appropriate to the areas in which they are placed.

OBJECTIVE

Develop and maintain a full price range of housing that includes high-density new housing in the Downtown core, infill housing and restored and rehabilitated housing in existing neighborhoods. Provide strong support to community development corporations (CDCs) and other neighborhood-based organizations and provide support for new housing, housing-related uses in new residential districts and the conversion of available non-residential buildings to housing so that by 2020 the Regional Center population is 40,000. An additional 12,000 units should be constructed in the Regional Center over the next 20 years in new developments and adaptively reused available non-residential buildings and should consist of 4,400 market rate owner units (averaging 220 units per year), 2,000 market rate rental units (100 units per year), 1,600 affordable units (80 units per year) and 4,000 University student housing units on or near the IUPUI campus (200 units per year). This housing should encourage accessibility and visitability.

See page 80 for projects and programs related to the topic of housing.



IUPUI student housing

REGIONAL CENTER HOUSING UNIT CREATION GOAL 2000-2020									
	2000-2005*		2005-2010		2010-2015		2015-2020		Total
	Total Period	Annual	Total Period	Annual	Total Period	Annual	Total Period	Annual	
Market Rate									
Owner	700	140	1,200	240	1,200	240	1,300	260	4,400
Rental	800	160	400	80	400	80	400	80	2,000
Affordable	100	20	500	100	500	100	500	100	1,600
Student	800	160	1,000	200	1,100	220	1,100	220	4,000
Total	2,400	480	3,100	620	3,200	640	3,300	660	12,000
*The time period 2000-2005 includes projects completed or under construction in the time period 2000-2003 as well as other projects that have been publicized to be completed by 2005									

*The time period 2000-2005 includes projects completed or under construction in the time period 2000-2003 as well as other projects that have been publicized to be completed by 2005.

7. NEIGHBORHOODS AND NEIGHBORHOOD SERVICES

Community development corporations (CDCs), the City of Indianapolis, Indianapolis Downtown, Inc. (IDI) and private developers all play important roles in ensuring that Downtown neighborhoods have the environment and housing necessary to attract a wide range of residents to the area.

There are eight community development corporations (CDCs) whose areas include portions of the Regional Center and three additional CDCs immediately adjacent to the area. CDCs are non-profit organizations formed to help neighborhoods achieve housing improvements as well as other economic revitalization goals. The City has assisted CDCs with a number of projects through federal funds it receives, such as the Community Development Block Grant program. In recent years, it has been working with a number of CDCs on community-led redevelopment efforts. IDI, the Local Initiative Support Corporation (LISC), the Indianapolis Neighborhood Housing Partnership (INHP), the Indianapolis Coalition for Neighborhood Development (ICND) and others also assist and/or fund CDC activities. It is important to support increased assistance to CDCs and other organizations including identifying new institutional and foundation funding sources. Several CDCs have been successful in assisting economic development

projects for their areas. Committee members were interested in expanding such efforts to additional CDCs.

The City of Indianapolis, Department of Metropolitan Development (DMD) has played various roles in the development of housing in Downtown neighborhoods. Examples are Fall Creek Place, an award winning near-Downtown development of approximately 322 renovated or newly constructed homes, and the proposed mixed-use development of the former Market Square Arena site. In addition, DMD has been able to assist neighborhoods by contracting with consultants to prepare retail studies for a number of inner city areas, a strategy that should continue. The preparation of neighborhood plans is another way that DMD can support neighborhoods. DMD can undertake two or three neighborhood plans per year while often the requests are for more. DMD and other agencies assisting neighborhoods are now studying a means for evaluating any particular neighborhood's overall need for plans.

IDI is a 501(c)(3) not-for-profit organization formed to develop, manage and market Downtown Indianapolis including its neighborhoods. The organization has a broad spectrum of initiatives that make Downtown a clean, safe, convenient and exciting place to live, work and be entertained. In cooperation with private interests, CDCs and the City of Indianapolis, IDI identifies and facilitates a variety

MAP LV-1 LEGEND

- Planning Districts
- Potential Number of New Housing Units in District

This illustrative map is an example of distribution to obtain the goal of 12,000 additional housing units.

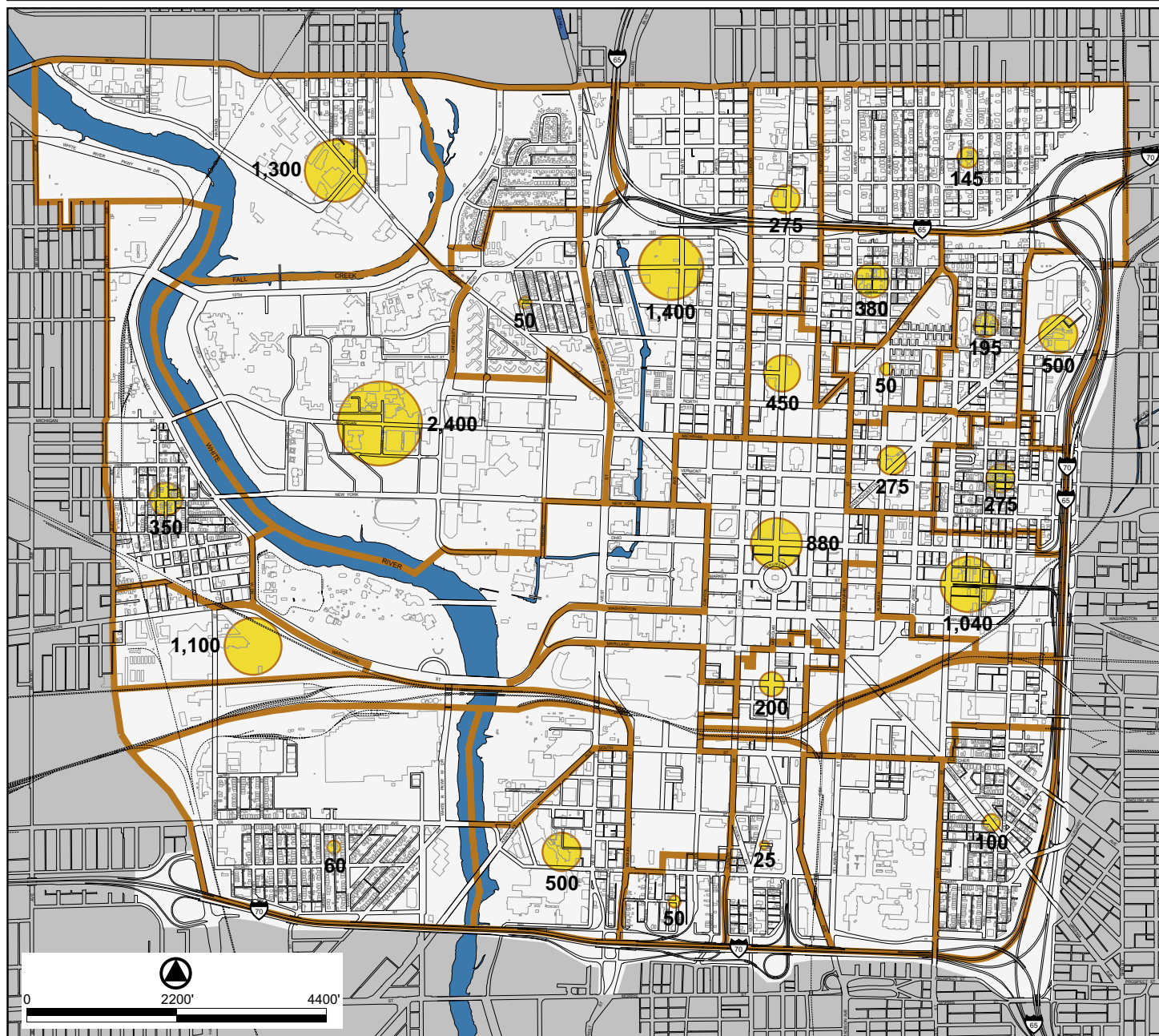


New Homes in Ransom Place



Janus Lofts

MAP LV-1: POTENTIAL NEW HOUSING UNITS 2000-2020



of development projects Downtown including residential projects. IDI works with developers, funders, realtors and resident groups to ensure that Downtown has the appropriate mix of housing to remain strong and growing. IDI helps market Downtown to potential customers. IDI's website includes very extensive information on Regional Center development, including residential projects.

Private developers have been responsible for the development of much of the market rate housing in the Regional Center. Examples are the conversion of the upper floors of the former Block's Department Store into 163 apartments, the construction of the 62 Packard condominiums at New Jersey and Ohio streets and the construction of Watermark Homes on the historic Central Canal.

There are another 24 neighborhood-based organizations whose boundaries include portions of the Regional Center and more than 50 additional organizations adjacent to it. These organizations range in size and interest from block clubs to historic area organizations, traditional neighborhood organizations and umbrella-type associations that cover very large areas and undertake a variety of their own projects and programs. Many of these groups

have prepared strategic, neighborhood or other similar plans for their areas. Many of the goals and objectives of those plans are similar to those developed for the Regional Center Plan process and include aspirations such as:

- improving housing through increased rehab assistance,
- increasing repair and maintenance assistance for home owners,
- achieving additional compatible infill housing,
- achieving racial and economic diversity in the neighborhoods,
- increasing affordable housing including both renter- and owner-occupied,
- gaining more neighborhood-based ownership of investment properties,
- increasing attention to historic character of neighborhoods and housing,
- expanding community spirit and volunteerism,
- increasing partnerships with area human services providers and
- expanding commercial offerings.



O'Malia's Grocery, an example of neighborhood retail



Lockerbie Terrace

MAP LV-2 LEGEND

- Selected Residential Projects

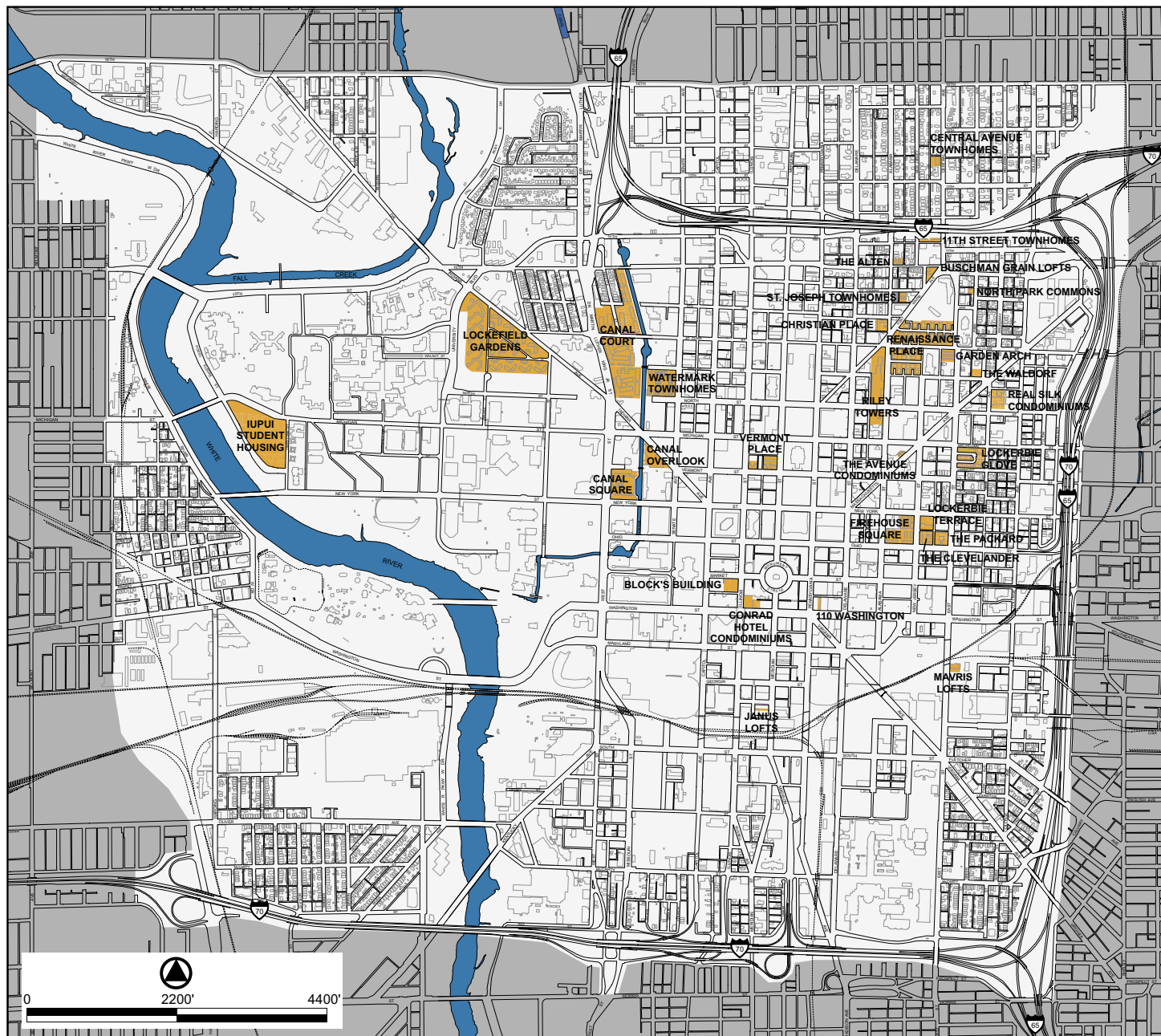


110 E Washington condominiums



St. Joseph Townhomes

MAP LV-2: SELECTED EXISTING RESIDENTIAL PROJECTS



In addition, a number of other organizations are involved in housing construction, rehabilitation, repair or rental assistance to home owners, buyers or renters including: INHP, CICOA Aging and In-Home Solutions, Keep Indianapolis Beautiful, Community Action of Greater Indianapolis and the Damien Center. Support for such organizations who help those in need should be increased.

It is increasingly important to develop housing that is accessible, attractive and affordable. For communities to be truly inclusive, there is a need for universal accessibility standards for homes. The term "visitability" describes home construction strategies that are both attractive and functional for families at any stage or condition of life. It is important for CICOA Aging and In-Home Solutions and other organizations to promote visitability so new home construction, home modifications and repairs allow people with disabilities to visit their families and friends in their home.

Several CDCs have been successful in assisting economic development projects for their areas. Committee members were interested in expanding such efforts to additional CDCs. The Department of Metropolitan Development (DMD) also has been able to contract with consultants to prepare retail studies for a number of inner city areas, a strategy that should continue.

Certain areas of the Regional Center should be considered for rezoning to classifications such as Central Business District 2 (CBD2) and Corridor Commercial (C3C), which permit residential development in addition to certain other uses. Some of these areas are in neighborhoods, which may make their rezoning attractive to property owners; other areas are non-residential that are potential candidates for residential redevelopment. Emphasis for rezonings in residential areas should be given to ensuring that proposed uses and the character of their development are consistent with their surroundings.

GOAL 7


Protect and reinforce area neighborhoods as vital elements of the center city.

OBJECTIVE

Improve and expand existing neighborhoods through: compatible new housing; a range of housing types including affordable housing and family-oriented housing; improved and expanded neighborhood services including retail; and appropriate changes to the land use pattern and existing zoning to improve neighborhood conditions. Expand potential housing sites in neighborhoods and make infrastructure and environmental improvements. Efforts should include fostering racial and economic diversity and minimizing displacement of existing residents.

See page 81 for projects and programs related to the topic of neighborhoods and neighborhood services.

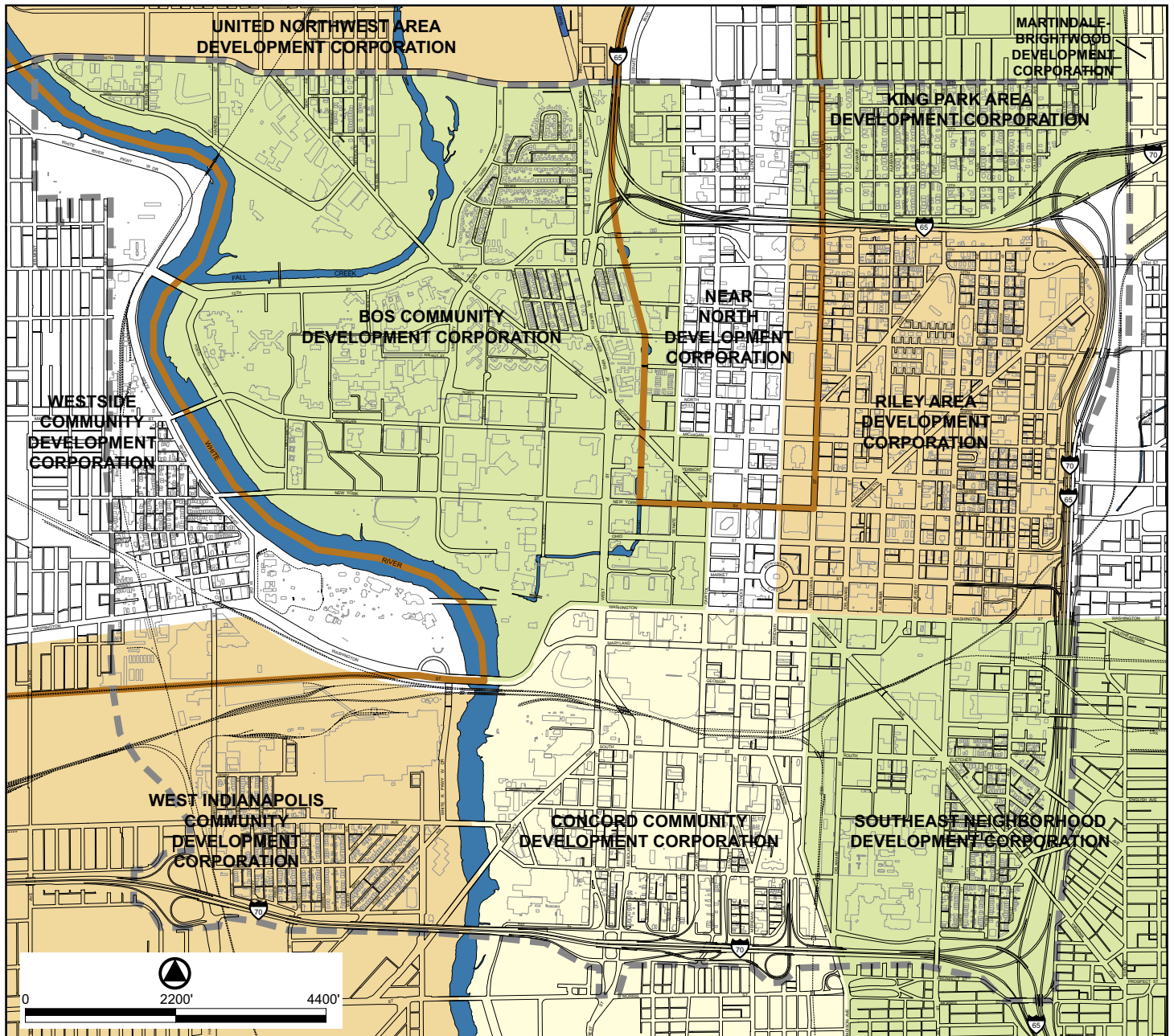
MAP LV-3 LEGEND

 Regional Center Planning Area



Retail along Massachusetts Avenue

MAP LV-3: COMMUNITY DEVELOPMENT CORPORATIONS



8. HUMAN SERVICES AND HEALTH AND WELLNESS

The Regional Center has for many years seen a concentration of human, social and health facilities. Its central location and its focus for the local bus system have made it a logical place to locate services. Issues discussed include homelessness, community or neighborhood services, public services and childcare needs.

The Coalition for Homeless Intervention and Prevention (CHIP) participated in a 1999-2000 homeless survey that found approximately 15,000 people were homeless each year in Marion County including 30 percent children and 40 percent families. 3,500 people were homeless on any one night. A few hundred individuals were long-term homeless with mental or substance abuse problems.

The Indianapolis Housing Task Force's *Blueprint to End Homelessness* proposed an increase of 12,500 housing units over the next decade for those who make 30 percent or less of the county median income, 1,700 of these units over the next five years, with needed social services for these units and an existing 400 households currently in low income housing. Much of this housing will be rehabilitated apartments with rent subsidies. Needed social services have been identified and include employment, childcare and counseling. Most of this housing and services will be located in the inner city neighborhoods. Some shelters and services are in the Regional Center. Downtown shelters will reconfigure over time to housing when possible. Support also has been expressed for the City to work with human service providers to accommodate neighborhood concerns, potentially through new zoning classifications and zoning development standards for facility operations and design.

It is also important to promote the expansion of traditional community services for residents in need.

The need for a judicial center separate from the City-County Building has been the subject of much discussion over the years, as courtroom and courts administrative space needs have grown and more recently the subject of a study of a special Justice Center Task Force. The task force study identified the need for a 700,000 square feet center costing approximately \$100 million.

Affordable, quality dependent care (childcare and elder care) is an essential amenity for Downtown residents and workers.

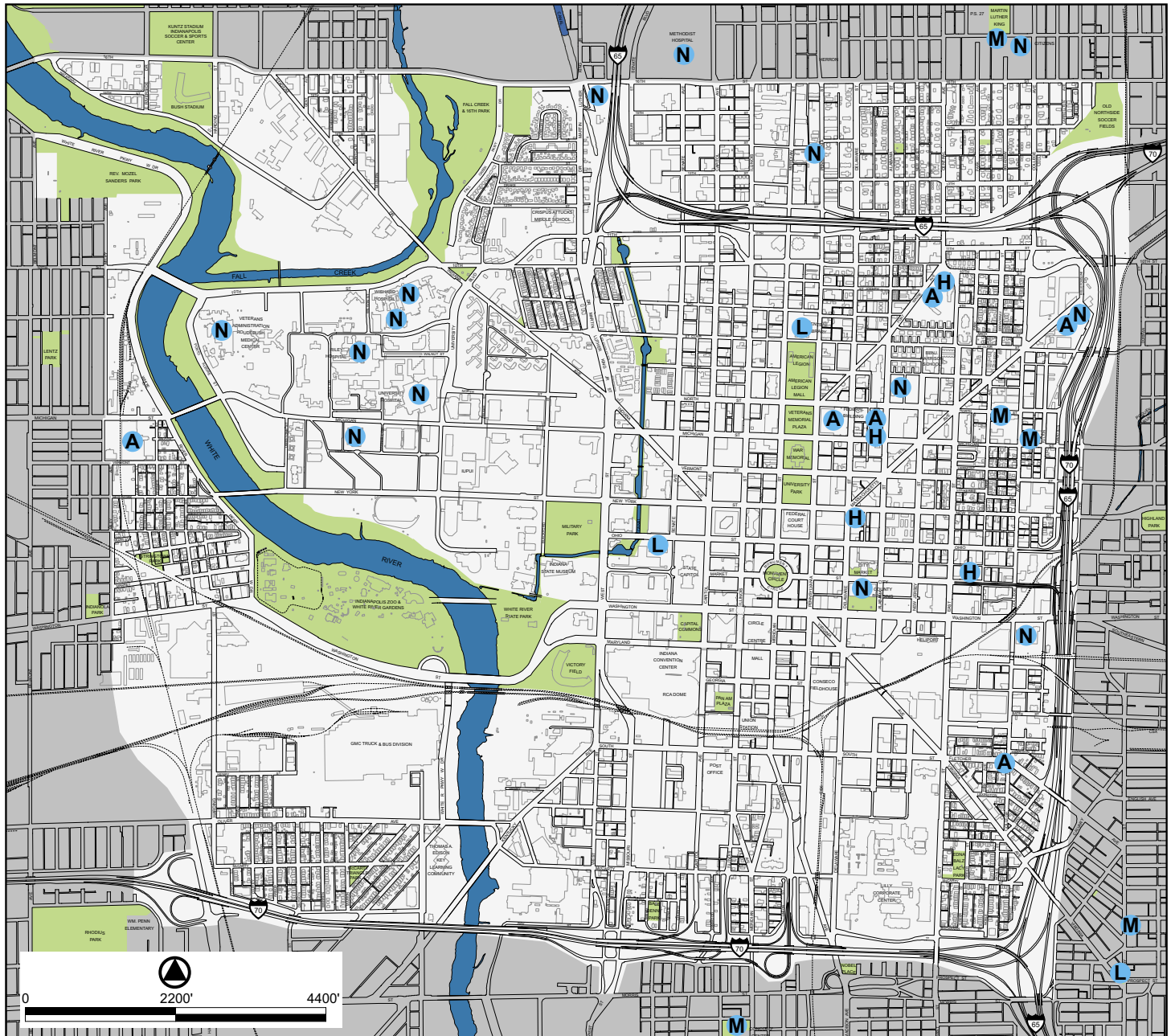
MAP LV-4 LEGEND

- M** Multi-Service Centers
- L** Libraries
- H** Housing
- A** Assistance (jobs, food, clothing, financial help)
- N** Needs (legal aid, medical and dental, parole and probation, chemical dependency, counseling)



Eli Lilly and Company employee childcare center

MAP LV-4: EXISTING HUMAN SERVICE PROVIDERS



GOAL 8

Ensure that the Regional Center continues to be an area where human services can be provided to the community and that this is accomplished in an efficient and effective manner.

OBJECTIVES

- **Human Services** Develop a plan for supporting and locating social and public facilities in the Regional Center. Jails, fire stations, homeless shelters, missions, etc. are needed in the Regional Center, but often conflict with nearby businesses and homes.
- **Homelessness** Support comprehensive programs and projects to combat homelessness.
- **Dependent Care** Expand the supply and availability of dependent care (childcare and elder care) in the Regional Center to complement existing facilities and programs.
- **Community Services** Support increased funding for community facilities and services.

See page 82 for projects and programs related to the topic of human services and health and wellness.



Salvation Army Rehabilitation Center



Riley Towers viewed from Renaissance Place



Market Square Partners' proposed redevelopment of the old Market Square Arena Site



WORKING DOWNTOWN

INTRODUCTION

The Working Downtown Committee met seven times beginning in December 2002. Members discussed the needs of government and institutions; jobs and workforce development requirements; developments in the health and life sciences industry; technology, industry and advanced manufacturing processes; and office and headquarters development. Four frameworks were used to facilitate discussion of these topics:

- **Attraction/Retention**
Considered the promotion of the Regional Center as a business location for domestic and international companies or organizations. Also compared the value of supporting new business attraction to the expansion, product development and employee growth of existing businesses.
- **Workforce Development**
Discussed the development of employee skills, job marketing, testing services and unemployment insurance benefits. Workforce development includes labor market information, regulations, training, employee promotion and skills assessment.

- **New Initiatives**
Reviewed the plans, initiatives, studies and reports that have been prepared by public and private groups, which have an influence over the Downtown workforce.
- **Infrastructure**
Discussed the underlying foundation or basic framework of employers. This basic framework can include telecommunication, buildings, land, equipment, chilled water, steam, parking and public works required for an activity.

TOPICS

This Working Downtown section covers the following topics:

9. Health and Life Sciences
 10. Jobs and Workforce Development
 11. Office and Headquarters Development
 12. Government and Institutions
- Technology, Industry and Advanced Manufacturing*
 - Infrastructure (Utilities, Streets/Parking and Pedestrian Movement)**

**While the topic of Technology, Industry and Advanced Manufacturing was discussed during the committee phase of plan development, formal goals and objectives were not developed.*

***While the topic of Infrastructure is covered in the Moving Around Downtown section of this report, it is mentioned here as relates to business and economic development.*

PRIORITIES AND THEMES

In order to create a positive work experience, it is important to create a total environment that includes places for workers to live, opportunities for skill building and advancement and a quality built environment and work experience.

- **Housing** Develop and maintain a full price range of housing, including housing that is attractive to corporate leaders.
- **Partnerships** Build a strong working partnership of those involved in economic development, workforce development and education. It is important that technical

training and education focus on employer needs and the production of workers who can fill the creative types of jobs that will reinforce 21st century initiatives.

- **Urban Design** In order to attract businesses and retain highly skilled creative workers, it is important to provide an inspiring environment. The development of urban design standards and the continued support for a unique and high-quality Downtown is a high priority.

EMPLOYMENT STATISTICS

The Regional Center houses the corporate offices of many outstanding companies in a relatively wide range of industries. These firms do business locally, nationally and in some cases, internationally. Likewise, the Regional Center is a hub of governmental activity, including federal, state, county and local government offices, courts and related facilities. According to the 1990 Census Transportation Planning Package, there were 109,079 daytime employees working in the Regional Center.

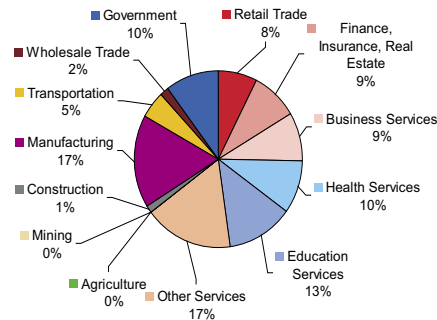
The 1990 Census numbers served as a point of reference for other updated data. According to the 2003 Claritas update, employment increased to 127,335 employees.

Daytime employment information obtained for 2003 (Claritas, Inc.) offers the following profile of the Regional Center: Nearly half (48 percent) of all Regional Center employment is in the service sector. Education and health services account for 13 and 10 percent of Regional Center employment. "Other services" (17 percent) is a broad classification that includes many varied service industries. Manufacturing accounts for the next largest sector employing 17 percent of the Regional Center daytime labor force. This is followed by government and by finance, insurance and real estate that respectively account for 10 percent and nine percent of the Regional Center's employment.

The table on the following page provides an indication of how employment is projected to change through 2008 across the broader region.

2003 EMPLOYMENT

Category	Daytime Workers	Percent of Total
Retail Trade	9,715	8
Finance, Insurance, Real Estate	11,230	9
Business Services	11,359	9
Education Services	16,390	13
Health Services	12,178	10
Other Services	21,580	17
Agriculture	104	0
Mining	1	0
Construction	1,642	1
Manufacturing	21,537	17
Transportation	6,268	5
Wholesale Trade	2,287	2
Government	13,044	10
Total	127,335	100



Source: Claritas, Inc. 2003.

MAP W-1 LEGEND



This map divides the Regional Center into eight districts to describe the geographic distribution of employment activity. As can be seen, manufacturing employment is predominant in the southern and eastern ring of the Regional Center, while service employment tends to dominate the other districts. Health and education employment is highest in the Indiana Avenue District. Finance, insurance and real estate employment comprise a significant portion of the Core District's employment pattern. Government employment is also highest in the Core District.

Source: Claritas, Inc. 2003.

9. HEALTH AND LIFE SCIENCES

BioCrossroads- Central Indiana Life Science Network will be attracting health and life sciences development to the Regional Center. As part of this initiative, it is recommended that a focus be placed on the role of research and education.

GOAL 9.A

Attract employment in the life sciences.

OBJECTIVES

- Preparation** Implement the formation of capital and site preparation.
- Incubators** Promote business incubators and joint ventures to encourage the creation of new businesses in the life sciences.
- Transit Loop** Create a transit loop in the Stadium Drive area/historic Central Canal terminus to service University facilities, life science research facilities and their personnel.
- Lifelong Learning** Develop urban model of lifelong learning.

GOAL 9.B

Focus on education's role in relation to new initiatives.

OBJECTIVES

- Cooperation** Foster cooperation between higher education institutions, non-profit organizations and the business community.

- Patent Incentives** Create economic incentives for University faculty to develop businesses and patents.
- Lifelong Learning** Develop urban model of lifelong learning.
- Development Plans** Ensure that institutions of higher education have the resources available to meet the needs of emerging businesses.
- Education Incentives** Develop financial incentives for attending Indiana's higher education institutions.
- Student Housing** Encourage the development of student housing.

See page 82 for projects and programs related to the topic of health and life sciences.

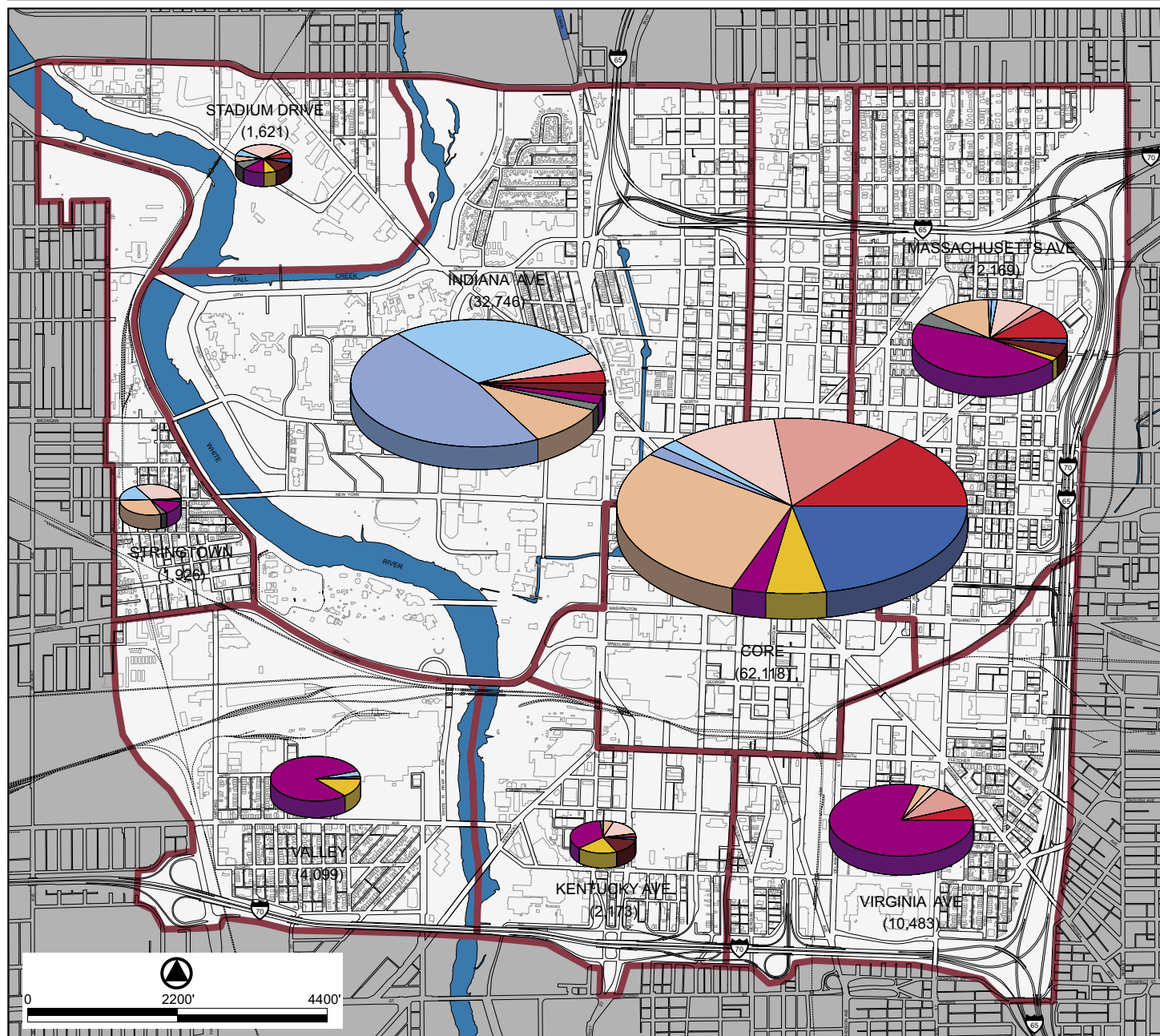
Long-Term Occupation Projections*

Workforce Investment Act (WIA) Planning Region 8

Job Title	1998 Employment	2008 Employment	Annual Growth Rate	Annual Avg. New Jobs	Annual Avg. Replacement Jobs	Annual Avg. Total Openings
TOTAL	835,150	973,560	1.66%	13,852	20,010	33,860
Executive, Admin, Managerial	53,030	61,910	1.67%	890	930	1,820
Professional Specialty	154,070	189,310	2.29%	3,520	2,990	6,520
Marketing & Sales	113,240	131,110	1.58%	1,790	3,190	4,980
Admin Support & Clerical	138,560	152,320	0.99%	1,380	2,870	4,240
Service	130,550	148,940	1.41%	1,840	4,310	6,150
Agriculture/Forestry/Fishing	9,190	11,340	2.34%	220	240	460
Precision Prod/Craft/Repair	97,470	114,870	1.79%	1,740	2,300	4,040
Operators/Fabricators/Laborers	139,040	163,760	1.78%	2,472	3,180	5,650

*WIA Planning Region 8 includes the counties of Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan and Shelby. Bold text indicates an increase greater than the annual growth rate. Source: Department of Workforce Development, State of Indiana

MAP W-1: 2003 EMPLOYMENT



10. JOBS AND WORKFORCE DEVELOPMENT

Improving the education level of participants in the workforce is crucial to successfully competing in the market place. Improving education levels can mean increasing reading competency, enabling lifelong learning, focusing on lowering the number of people at or below the employment threshold and supporting the development and expansion of existing educational institutions and recruitment of new educational institutions.

In an increasingly multicultural society, recognizing language and cultural issues is an important step to reducing impediments to employment. Supporting the connections between education and jobs will help prepare for employment in the life science industry.

Promoting workforce development as a key to economic development is an important concept. The building of stronger working partnerships among those involved in economic development, workforce development and education, particularly technical training and education, is one of the most important aspects.

It is important to increase the awareness of workforce characteristics and present this information to employers in order to communicate training opportunities. This will link qualified workforce to employment and improve the offerings of employer-based agencies.



Anthem Lytle Operations Center

GOAL 10.A

Promote workforce development as a key to economic development.

OBJECTIVES

- **Partnerships** Build a strong working partnership of those involved in economic development, workforce development and education, particularly technical training and education.
- **Development** Provide assistance to commercial developers and realtors promoting developments that will bring new jobs to the Downtown.

GOAL 10.B

Develop programs to eliminate language and cultural diversity as an impediment to employment.

OBJECTIVES

- **Life Sciences** Prepare for employment in the life science industry.
- **Job Connections** Support the connection between education and jobs.
- **Language** Recognize the relationship of language, educational progress and employment issues.



IUPUI Biotechnology Research and Training Center

GOAL 10.C

Increase the awareness of workforce characteristics and present the information to employers.

OBJECTIVES

- **Linkage** Link the qualified workforce to employment opportunities.
- **Employer Needs** Assess current and future employer and supplier needs for employee education and training.
- **Employers** Support employment programs.
- **Training** Communicate training opportunities to employers.

GOAL 10.D

Improve the education level of all current and future participants in the workforce.

OBJECTIVES

- **Competition** Successfully compete for jobs in the market place by improving education.
- **Employment Threshold** Focus on lowering the number of people at or below the employment threshold.
- **Educational Institutions** Support the development and expansion of existing educational institutions and recruitment of new educational institutions.
- **Literacy** Increase the adult literacy rate. Approximately 42 percent of the potential workforce does not meet minimum standards.
- **Lifelong Learning** Provide programs that enable lifelong learning.

See page 83 for projects and programs related to the topic of jobs and workforce development.

11. OFFICE AND HEADQUARTERS DEVELOPMENT

The city has been pursuing the types of improvements and initiatives that will support corporate headquarters and Fortune 500 companies. The Fortune 500 companies in the Regional Center are Anthem, Inc. and Eli Lilly and Company. The workforce, convention facilities, educational institutions, centralized government and accessibility are all positive factors as Indianapolis and the Regional Center compete nationally for top employers.

The following recommendations are consistent with and supportive of the Indianapolis Downtown, Inc. attraction and retention study.

GOAL 11

Attract and retain corporate headquarters and Fortune 500 companies.

OBJECTIVES

- **Core Employment** Retain and expand core employment of the Regional Center.
- **Professional Services** Recognize and assess the need for professional services as an important business attraction and retention factor.
- **Housing** Develop and maintain a full price range of housing, especially housing attractive to corporate decision makers.
- **Airline Service** Improve passenger airline service by adding more direct flights from Indianapolis to other destinations.
- **Marketing** Market Downtown locally and nationally, featuring the BioCrossroads-Central Indiana Life Science Network and Cultural Tourism Initiative.
- **Marketing** Encourage common marketing themes and messages.

See page 84 for projects and programs related to the topic of office and headquarters development.

12. GOVERNMENT AND INSTITUTIONS

Financial support from government and institutions is crucial to the success of businesses in the Regional Center. Special emphasis on supporting new initiatives and creating a clean and safe environment for Downtown workers is needed. Based on 2003 Claritas, Inc. data, the Regional Center workforce is composed of 127,335 workers. Government, education and health employment is 33 percent of the total or approximately 41,612 persons. The continued concentration of government and institutional employment provides a central point for leadership, for the delivery of services and provides an important economic stimulator for the Downtown economy.

The attractive business environment in Downtown is also dependent on public safety and building a strong working partnership between those involved in economic development, workforce development and education.

Providing relief to overcrowding of the Marion County Jail is also a problem of concern.

GOAL 12.A

Develop and support government programs that sensitively complement businesses and provide a clean and safe environment for business enterprises.

OBJECTIVES

- **Partnerships** Build a strong working partnership between those involved in economic development, workforce development and education.
- **Crime** Improve public safety. Develop highly visible policing programs in order to reduce negative perceptions and attitudes.

GOAL 12.B

Enhance the federal, state and local government role in supporting new initiatives.

OBJECTIVES

- **Incubators** Promote incubators and joint ventures with IUPUI.
- **Incentives** Develop and promote incentives for new initiatives.
- **Growth Barriers** Remove barriers to growth.
- **Urban Design** Develop urban design standards.
- **Project Support** Prioritize and financially support projects recommended in the Regional Center Plan.
- **Downtown Development** Support the study of business and headquarters development in Downtown Indianapolis.
- **Libraries** Partner with public libraries in regards to lifelong learning.

See page 85 for projects and programs related to the topic of government and institutions.



Indiana Government Center and State Capitol

TECHNOLOGY, INDUSTRY AND ADVANCED MANUFACTURING

The technology, industry and advanced manufacturing sectors have long been a fixture in the south part of the Regional Center. In order to continue as recommended, the zoning ordinance should incorporate classifications that accommodate new initiatives. Environmental issues also need to be addressed, including the identification of cleanup resources, in proximity to the southwest Downtown corridor.

RECOMMENDATION

Identify and remediate impediments to site preparation.

OBJECTIVES

- **Zoning** Prepare a Land Use Plan that supports new initiatives and work with developers to acquire permits and approvals.
- **Environmental Issues** Address environmental issues and identify the need for remediation and resources to support new development areas, including Kentucky Avenue, Stadium Drive and the Northeast Regional Center.

INFRASTRUCTURE

While the broader issue of infrastructure is covered in the Moving Around Downtown section of this report, infrastructure in the Regional Center is very important to the business community and as such is mentioned also in this section. Improving information technology infrastructure for emerging and existing businesses is a regional issue.

In addition to information technology, the expansion of chilled water systems, steam systems, water distribution lines and sewer lines are important to the business community. Utility extension reduces costs of new development.

It is also important to address pedestrian movement and the pedestrian experience by establishing new infrastructure for pedestrians and reducing vehicle and pedestrian conflicts. Facilitating right-of-way access and allowing adequate space in planning of infrastructure improvements for pedestrian amenities such as

bus shelters and information kiosks can also improve movement and experience.

The business infrastructure environment is not complete without addressing the need for the expansion and maintenance of surface streets and parking facilities.

RECOMMENDATION

Plan for the expansion and maintenance of surface streets and parking for existing and emerging businesses.

OBJECTIVES

- **Transit Loop** Create a comprehensive transit loop, especially in the Stadium Drive area/historic Central Canal terminus to service University and life science research facilities and their personnel.
- **Parking** Create a sustainable public-private partnership in the new development of parking facilities.
- **Street Grid** Redesign street system and parking comprehensively to support new businesses, especially in the Stadium Drive area/historic Central Canal terminus.

RECOMMENDATION

Improve information technology infrastructure for emerging and existing businesses throughout the Region.

OBJECTIVES

- **Information Technology** Install fiber optics, wireless and other technologies to adequately provide for the needs of life science businesses.
- **Existing and Future Technology** Focus and assist information technology to benefit wholesale and retail development as well as new technology-based development, in the Stadium Drive area, historic Central Canal and the IUPUI campus.
- **Telecom Center** Preserve and plan for future development in and around the Kentucky Avenue/Merrill Street national network center.
- **Coordination** Coordinate infrastructure improvements and future rights-of-way across agencies and over time.

- **Information Technology Providers** Study the level of service offered by information technology service providers and recommend improvements.

RECOMMENDATION

Expand chilled water systems, steam systems, water distribution and sewer lines.

OBJECTIVE

- **Utility Extension** Reduce costs of new development by extending chilled water, steam and water distribution lines.

RECOMMENDATION

Improve pedestrian movement and pedestrian experience in the infrastructure environment.

OBJECTIVES

- **Pedestrian** Establish new infrastructure for pedestrians and reduce vehicle and pedestrian conflicts.
- **Bus Shelters and Kiosks** Allow adequate space in planning of infrastructure improvements for the installation of bus shelters and information kiosks.
- **Right-of-Way** Improve pedestrian right-of-way access by purchasing additional land.

For a broader discussion of the topic of infrastructure, refer to Goal 17: Infrastructure (page 52) in the Moving Around Downtown section. See page 92 for projects and programs related to the topic of infrastructure.



Lilly Corporate Center



LEARNING DOWNTOWN

INTRODUCTION

Learning is vital. The future of Downtown and the community as a whole are tied to it. Whether in the form of research and higher education, K-12 education or lifelong learning, any realistic strategy to address physical, social or economic development in the Regional Center must consider the significance of learning. For this reason, a committee composed of key leaders in the areas of education, industry and commerce, real estate, law, public relations and government was assembled. The Learning Downtown Committee met monthly on five occasions beginning in December 2002 to identify assets and liabilities, consider goals and objectives and propose various projects and programs. Procedurally, the Committee reviewed demographic and programmatic information and consulted with key resource persons to provide a more complete and timely assessment of needs and opportunities.

Primary K-12 education is a platform upon which other educational pursuits are based and as such is a priority for future development. The quality of K-12 educational opportunities is also critical for attracting and retaining talented families and individuals. Similarly, the opportunities to participate in leading edge research and

to attend top tier higher education institutions relates directly to BioCrossroads- Central Indiana Life Science Network and continued biomedical-based economic development. Opportunities for lifelong learning, particularly in the form of arts and cultural facilities and programs, enhance not only the educational opportunities available in the community, but the quality of life.

TOPICS

This Learning Downtown section covers the following topics:

13. K-12 Education
14. Research and Higher Education
15. Lifelong Learning

13. K-12 EDUCATION

Having a high-quality K-12 educational system is critically important to the future of our youth. It is also key to life sciences and other important local initiatives. The availability of top-notch science and math education programs will assist in attracting and retaining creative people. Fund raising and corporate support will be needed to develop new programs and upgrade existing facilities.

It will also be important to recruit and train quality teachers to support quality K-12 schools. The IUPUI School of Education is working with Indianapolis Public Schools (IPS) and others to accomplish this objective. For maximum impact, efforts to enhance K-12 education should also address:

- **Student Financial Assistance Delivery** Although scholarship opportunities for extra-curricular activities currently exist, they are often decentralized and limited in scope.
- **Neighborhood School Concept** For a variety of reasons, the role of local schools as gathering places and neighborhood focal points has diminished.
- **Literacy Needs** According to the *National Assessment of Educational Progress Survey*, an assessment of 17 year olds' ability to comprehend the kind of complex information required to succeed in college revealed that only half of all white

participants, a quarter of Latinos and less than one-fifth of African-Americans were able to perform at this level.

Because of the prevalence of social services and group quarters within the Regional Center, there is a disproportionate share of high school dropouts. Data from the 2000 Census indicate that within the Regional Center, 35 percent of the population aged 16-19 were high school dropouts compared to only 15 percent in Marion County. Having this concentration within the Regional Center may offer an opportunity for concentrated delivery of GED and literacy services.



IPS Benjamin Harrison School #2 Center for Inquiry

Indianapolis Public Schools (IPS)

IPS is the single largest provider of K-12 educational programs in the Regional Center. According to IPS planners, in the 2002-2003 school year, there were 692 children from the Regional Center attending IPS schools. In the same year, there were six IPS schools in or near the Regional Center with a total enrollment of 4,672.

IPS directly provides or sponsors many excellent facilities and programs in or near the Regional Center. These include:

- Arsenal Technical High School,
- The Pacers Academy,
- Center For Inquiry, K-8 magnet program,
- GED Testing Center,
- Washington Community School,
- Crispus Attucks School and Museum,
- Key School,
- GRADES Program,

- 21st Century Grant/After School Programs,
- Hispanic Education Center,
- Lilly Education Center,
- Day Adult, English as a Second Language – Tech West or “magnet,”
- Indy Reads,
- Small Learning Communities,
- New Beginnings School (North of Regional Center) and
- School 26 (outside of Regional Center) Day Adult.

IPS also educates a large number of students through distance learning programs.

Census data reveals that in 1999 within the Regional Center 35 percent of the population under the age of 18 lived in poverty compared to only 16 percent countywide. According to the *Longitudinal Evaluation of School Change and Performance in Title I Schools, 1996-1999*, students who lived in poverty scored 6.1 points below average for the sample in reading. These students made gains at an average pace but never closed the reading gap.

Poverty levels of families and students in the Regional Center, the age and physical condition of some facilities, concerns about performance on standardized student testing and general perceptions about public education are serious concerns which need to be addressed and overcome.

However, IPS continues to show improvement. Partnerships with universities, technical colleges, employers and others have been established as a means of addressing some of these issues. IPS currently partners with Indiana University, Indiana University - Purdue University at Indianapolis (IUPUI), Ivy Tech State College, Purdue University, Ball State University, Indiana Wesleyan University, Marian College, University of Indianapolis, Butler University and Vincennes University.

Two new public schools are planned with one of these being located within the Regional Center. These new facilities have the potential to help revitalize nearby neighborhoods and improve general perceptions.

Charter and Other Schools

There are many opportunities for students living in the Regional Center to attend charter schools located in and near the Regional Center. These schools are available to anyone that applies. Charter schools offer an additional opportunity for parents that work in the Regional Center to be near their child's school. Because charter schools are “flexibly” regulated, they have the ability to offer unique and exciting learning opportunities.

There are five faith-based schools near and serving the Regional Center. The 2000 Census indicates in the Regional Center, 26 percent of children enrolled in K-8 attended private school compared to only 17 percent of students attending private school in Marion County. It is important to note that these students have the option of attending school anywhere in the County and are not constrained to the choices in the immediate area.

GOAL 13

Support a comprehensive, quality K-12 educational system for the Regional Center.

OBJECTIVES

- **IPS Initiatives** Support the efforts of IPS to publicize the diversity and quality of programs and facilities serving the Regional Center.
- **IPS Fund Raising And New Facilities** Pursue an additional \$600 million (approximate) to meet IPS facilities needs and consider possible effects of certain property tax incentive programs.
- **Corporate Linkages** Enhance communication among and linkages between Regional Center employers and educational institutions.
- **IUPUI School Of Education** Support IUPUI's efforts of working collaboratively with the Great Cities' Universities Coalition to retain quality teachers.
- **Charter Schools** Continue to focus on charter schools and programmatic themes which are complementary to the educational offerings of other institutions.

- **Neighborhood Schools** Encourage the neighborhood school concept where possible.
- **Literacy** Increase reading competency.
- **Increase Financial Assistance Opportunities** Provide a flexible, seamless method for funding need-based learning opportunities.

See page 85 for projects and programs related to the topic of K-12 education.

14. RESEARCH AND HIGHER EDUCATION

Biomedical/Life Sciences

The Regional Center provides a full range of venues in the biomedical sciences. BioCrossroads- Central Indiana Life Science Network has taken a regional approach to leveraging these assets, including local hospitals, universities and industry leaders, such as Eli Lilly and Company, Dow AgroSciences, Guidant, Roche Diagnostics and Anthem, Inc. in order to make the city a national life sciences hub.

IUPUI Campus Planning Framework

IUPUI is an extremely valuable asset of the city. The IUPUI registration report indicates that in August 2002 there were 27,619 students attending the IUPUI Indianapolis campus. A planning framework to accommodate the physical development of IUPUI has been prepared. Programmatically, the relocation of the Herron School of Art, an internationally recognized institution, to the former law school site holds potential for the campus, White River



IUPUI Campus

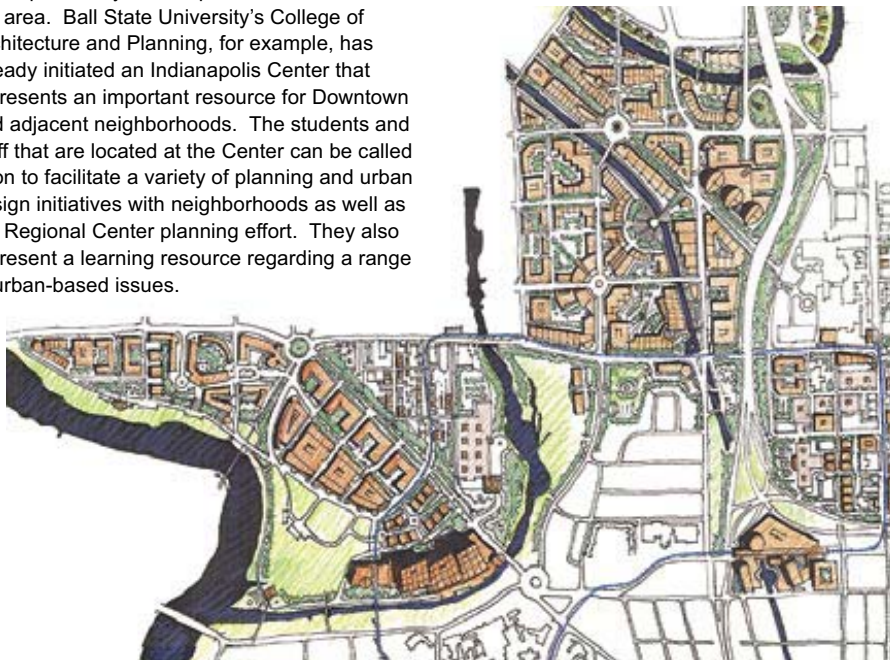


National Institute for Fitness and Sport

State Park and Downtown. A challenge for K-12, charter and other learning institutions in the Regional Center will be to access the University as a resource for their programmatic offerings.

Educational Institutions

In addition to IUPUI, other colleges and universities in Indianapolis represent valuable, perhaps underutilized, resources. Increasing their presence within the Regional Center would potentially exert a positive influence on the area. Ball State University's College of Architecture and Planning, for example, has already initiated an Indianapolis Center that represents an important resource for Downtown and adjacent neighborhoods. The students and staff that are located at the Center can be called upon to facilitate a variety of planning and urban design initiatives with neighborhoods as well as the Regional Center planning effort. They also represent a learning resource regarding a range of urban-based issues.



Concept Plan from the Regional Center Northwest Urban Design Workshop showing a potential life sciences community with a Clarian People Mover extension

GOAL 14

Support higher education and ongoing efforts to establish the Regional Center as a National life sciences hub for research, development and commercialization.

OBJECTIVES

- **Educational Institutions** Increase access to all local colleges and universities within the Regional Center.
- **IUPUI Campus Planning Framework** Support implementation of the IUPUI Campus Planning Framework.
- **Herron School of Art** Build an understanding of the amenities of the Herron School of Art.
- **Biomedical/Life Sciences** Support IU School of Medicine's efforts to become one of the top 10 medical schools nationally and one of the top two medical schools in the Big 10.

• Ball State University Resources

Encourage a long-term presence of Ball State University in the Regional Center as an architectural planning and urban design resource.

See page 86 for projects and programs related to the topic of research and higher education.

15. LIFELONG LEARNING

Many arts and cultural institutions are located in the Regional Center. In addition to attracting people, they are important contributors to learning and the quality of life in the city. Several areas within the Regional Center have been designated as cultural districts and a planning effort is underway to identify a proposed Cultural Trail, an exciting concept to link and promote the arts and cultural amenities. These linkages, if developed, will have an increased economic impact for the city.

Libraries

The Indianapolis-Marion County Public Library offers lifelong learning opportunities for individuals as well as satisfying the information needs of organizations and businesses. The transformed Central Library scheduled to open in early 2006 will provide literacy services, a computer lab, a large auditorium and an expanded family space devoted to information literacy.

The IUPUI library is an excellent research resource. Through an arrangement with the Indianapolis-Marion County Public Library, the IUPUI library can now be accessed using a standard library card.

Continuing education and conferences

The Regional Center is the location for many conferences and opportunities for continuing education that take place at a variety of venues including the Indiana Convention Center and local hotels. These are learning opportunities that have the potential to be better coordinated with other tourism, arts and cultural venues. More information is needed to determine how this can be accomplished.

Other Important Learning Venues

- **Indianapolis Zoo** The Indianapolis Zoo is a strong attraction to the Regional Center and engages in educational and research activities.
- **White River State Park** The White River State Park is an excellent resource which serves to attract people of all ages to the Regional Center. The continued growth and programming of parks and open spaces will provide opportunities for residents to engage in more active and healthier pursuits.
- **IUPUI Natatorium** The IUPUI Natatorium is an excellent facility located on the IUPUI campus which offers swimming programs for students and the community.
- **National Institute For Fitness and Sport (NIFS)** NIFS is a state of the art health facility located on the IUPUI campus.
- **Madame Walker Theater Center** The Madame Walker Theater Center is a unique cultural amenity and focal point.
- **Mass Ave Cultural District** The district attracts the arts, both performing and individual; it also provides unique, small retail shops. Linking destinations like this to convention, tourism and other Regional Center activities should be promoted.

Other Learning-Related Considerations

- **Additional Support** The Regional Center benefits from a number of new arts and

cultural initiatives in need of additional support including, but not limited to: Indianapolis Museum of Contemporary Art, African-American Museum, the IRT Summer Theatre Program, IPS Arts Collection and Crispus Attucks Museum.

- **Festivals** Festivals could be utilized to bring people into the Regional Center and to capture those already here.
- **Vehicular Access** Parking, drop-off and pick-up of children at Regional Center facilities is often difficult.
- **Signage and Wayfinding** Lack of signage and wayfinding systems in some areas makes it difficult to locate some facilities.
- **Safety Concerns** There is a negative perception about safety in parts of the Regional Center.
- **Childcare and Dependent Care** Affordable, quality childcare and dependent care is an essential amenity for Downtown residents and workers.
- **Early Education** Early education opportunities in the Regional Center are lacking.
- **Non-profit Venues** These venues provide opportunities for cultural, sports, arts and a broad array of other educational enhancements.
- **Technical Programs** There is a need to continue to expand certain technical program offerings.

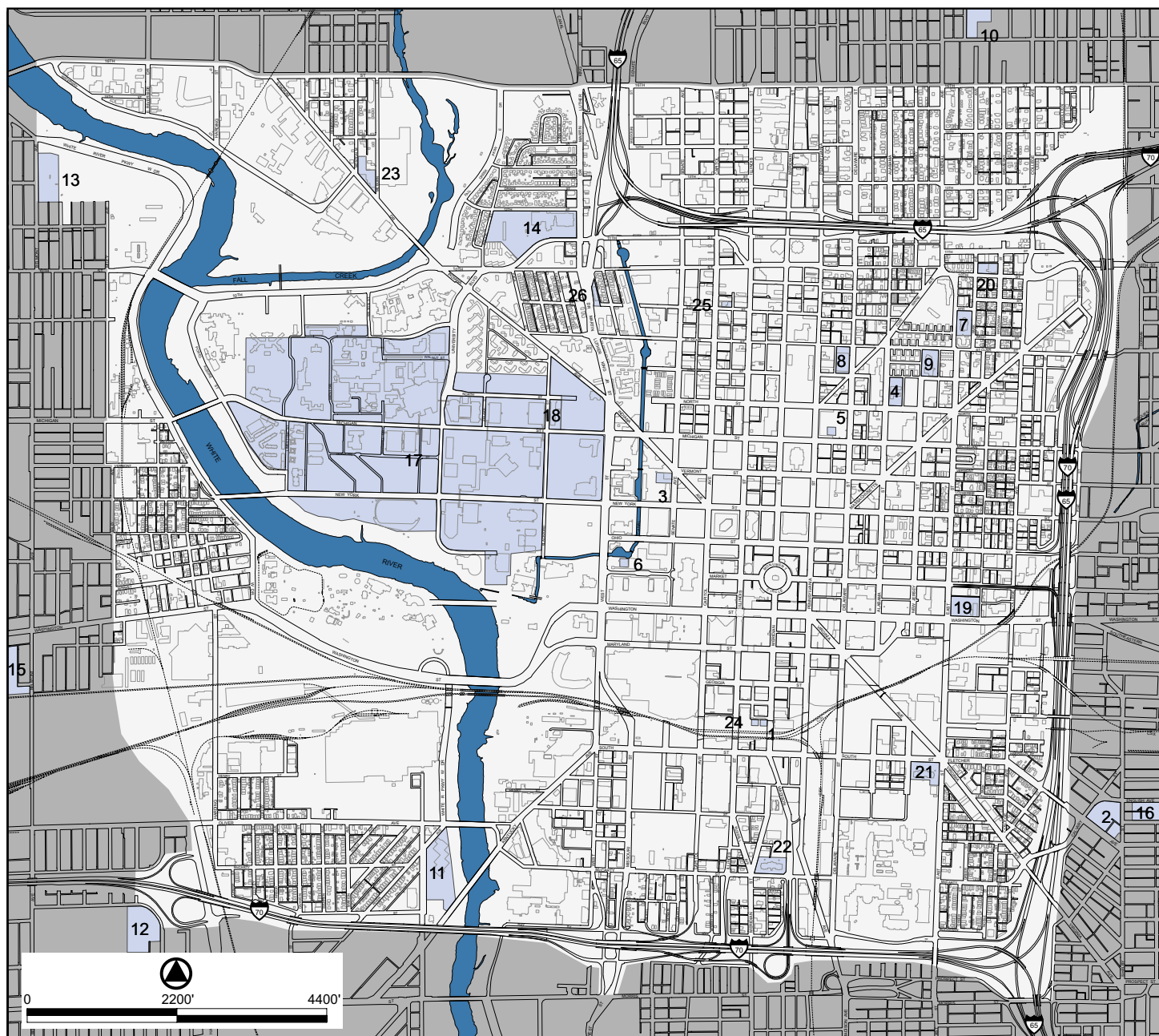
MAP LE-I

1. 21st Century Charter School
2. Calvary Christian School
3. Center for Urban Policy and the Environment (CUPE)
4. College Mentors For Kids
5. Day Nursery Association of Indianapolis - Federal Center
6. Day Nursery Association of Indianapolis - Indiana Government Center
7. Day Nursery Association of Indianapolis - Wiles Center
8. IPS Administrative Building
9. IPS No. 2 Center For Inquiry Benjamin Harrison
10. IPS No. 27 Charity Dye
11. IPS No. 47 Thomas A. Edison Key Learning Community
12. IPS No. 49 William Penn
13. IPS No. 63
14. IPS Crispus Attucks Middle School
15. IPS George Washington Community School
16. IPS Henry W. Longfellow Middle School
17. IUPUI - Main Campus
18. IUPUI Center For Young Children
19. Indiana Business College
20. Indianapolis Christian School
21. Lilly Child Development Center, East Street Station
22. Lilly Child Development Center, Wing Walkers
23. Lincoln Technical Institute
24. Pacers Academy
25. Rainbow House Academy
26. St. Mary's Child Center



Rendering from the Regional Center Northwest Urban Design Workshop of a trailside educational exhibit along Fall Creek

MAP LE-I: EDUCATIONAL FACILITIES



GOAL 15

Provide a wide range of opportunities for lifelong learning for all age groups in the Regional Center.

OBJECTIVES

- **Central Library** Reinforce the role of the Central Library as a unique learning resource within the Regional Center.
- **IUPUI Library** Broaden the use of the IUPUI Library and its offerings.
- **Continuing Education And Conferences** Recognize the importance of continuing education and conferences to economic development and tourism within the Regional Center.
- **Early Education** Availability of opportunities for early education should be promoted as part of the strategy for attracting and retaining Regional Center employees and employers.
- **Technical Programs** Identify new technical education programs adding to economic and cultural development in the Regional Center.
- **Indianapolis Zoo** Reinforce special programming and use of the Indianapolis Zoo by students of all ages.
- **White River State Park** Support continuing development and enhancement to the White River State Park and the historic Central Canal which serve as focal points for learning via cultural, sports, historic, ethnic, music and arts venues. Included in this area are the National Institute for Fitness and Sport (NIFS), the NCAA Headquarters, the Eiteljorg Museum of American Indians and Western Art, the Indiana History Center, the Indiana State Museum and other important institutions.
- **Natatorium** Increase usage of the Natatorium for educational programs and purposes.
- **National Institute For Fitness And Sport (NIFS)** Reinforce the relationship with IU Medical School.
- **Art In Public Spaces** Create arts and medical facilities linkages as part of a larger strategy to create arts awareness.
- **Mass Ave Cultural District** Take advantage of the arts and cultural opportunities offered by the district yet preserve its historical aspects.
- **Madame Walker Theater Center** Expand the reach of the Madame Walker Theater Center and establish the Theater Center as the anchor of the Indiana Avenue area.
- **Festivals** Utilize festivals and similar venues to promote other arts and cultural activities.
- **Cultural Trail** Use the proposed Cultural Trail as a linkage for all arts and cultural amenities.
- **Initiatives** Support new and emerging initiatives.
- **Non-profit Programs** Encourage the location and expansion of programs such as Girls Inc., Junior Achievement, Survive Alive, Indianapolis Senior Citizens Center and IUPUI Clinics which provide important learning and recreational resources.
- **Childcare and Dependent Care** Expand the supply and availability of childcare and dependent care in the Regional Center to complement existing facilities and programs.
- **Safety Concerns** Support community policing, bicycle patrols and other initiatives which improve perceptions about safety in the Regional Center.
- **Signage and Wayfinding** Improve existing and develop new systems to comprehensively address Downtown learning venues.
- **Vehicular Access** Improve vehicular access to and egress from learning-related facilities in the Regional Center.

See page 87 for projects and programs related to the topic of lifelong learning.



New Central Library Renovation and Addition, Architects: Woollen, Molzan and Partners, Inc., Rendering by: TGWB



New Central Library under construction



MOVING AROUND DOWNTOWN

INTRODUCTION

The Moving Around Downtown Committee began meeting December 2002. The Committee met once a month through June 2003 to discuss transportation, infrastructure and safety related topics. Throughout the six meetings, Committee discussions focused on future multimodal transportation options, environmental quality and integrity, agency communication and coordination, circulator systems and universal accessibility.

TOPICS

This Moving Around Downtown section covers the following topics:

- 16. Transportation
- 17. Infrastructure
- 18. Public Safety and Fire Protection

16. TRANSPORTATION

The Regional Center has an opportunity to develop a comprehensive multimodal transportation system to improve transportation connections among major activities and make the Regional Center accessible to all residents, workers and visitors. There exists an opportunity to improve the efficiency of travel, improve air quality, reduce the dependence on scarce fuels and continue economic growth of the Regional Center. As growth and development occurs, it is critical to recognize the unique urban quality and fabric of the area.

Multimodal Transportation

In 2002, the Indianapolis Metropolitan Planning Organization (MPO) created a multimodal task force to coordinate and promote the use of alternative modes of transportation. The creation of a multimodal transportation network provides opportunity to link various districts and areas of activity, reduce traffic congestion, improve air quality, expand physical fitness opportunities and provide for economic development.

Mass transportation, Indy Parks Greenways and pedestrian corridors currently are not designed to provide a clear, cohesive alternative to the

automobile. Long-range plans are underway to provide a framework for an integrated multimodal system to create a robust transportation network. The potential benefits of multimodal transportation coupled with the desire to increase residential and commercial development in the Regional Center provides an opportunity to incorporate mixed-use development and transit-oriented development.

Pedestrian ways and Bikeways

The proposed Cultural Trail is an urban greenway concept with dedicated lanes for bicycles and pedestrians, separated from vehicular traffic within existing public rights-of-way. As proposed, the trail will link the cultural districts, features and attractions of the Indianapolis Regional Center and provide a Downtown hub for existing and proposed greenways. In 2002, the Monon Trail was extended to tie into the northeast corner of the Regional Center. The Monon will connect with the proposed Cultural Trail continuing to the historic Central Canal and the White River Wapahani Trail.

There are also a number of weather protected connections available within the Regional Center. A majority of these are skywalks or tunnel systems connecting major complexes. The Indiana Government Center has a tunnel system



Concept sketch from the Regional Center South Urban Design Workshop of a South Street Transit Mall



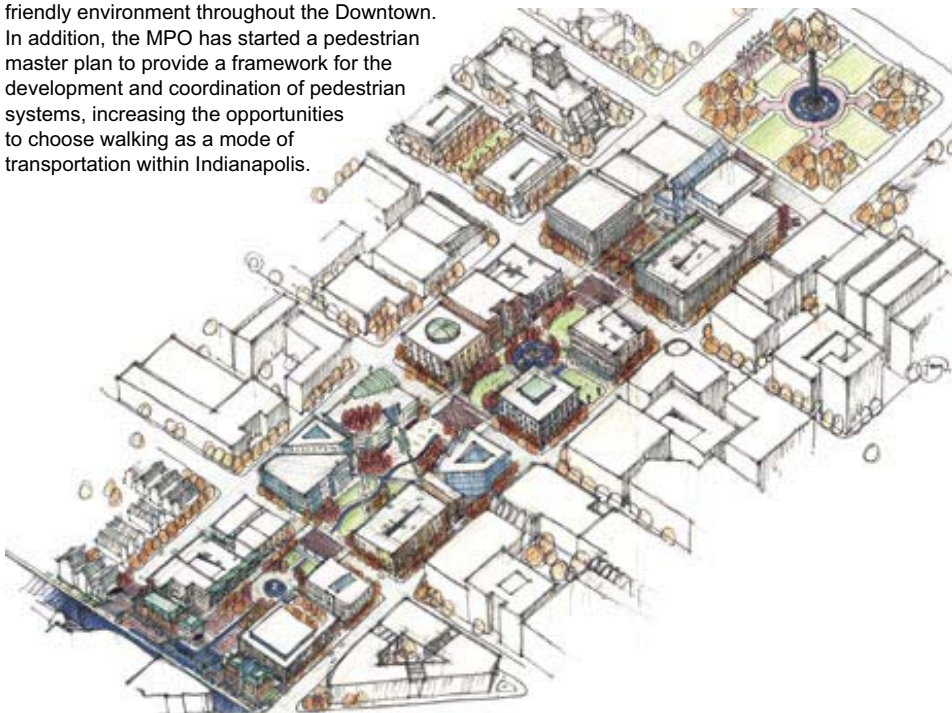
Pedestrian crosswalk on Market Street

connecting State buildings to the Circle Centre mall. From Circle Centre, skywalks can be taken to the Indiana Convention Center continuing on to the Hyatt Regency, the Westin and the Marriott hotels.

Improvements have been made to lighting, streets and sidewalks to enhance the pedestrian-friendly environment throughout the Downtown. In addition, the MPO has started a pedestrian master plan to provide a framework for the development and coordination of pedestrian systems, increasing the opportunities to choose walking as a mode of transportation within Indianapolis.

Mass Transportation

The Indianapolis Public Transportation Corporation (IndyGo) is responsible for providing mass transportation service within Marion County. IndyGo focuses bus service on a Downtown destination or transfer and has 36 routes. Based on a 2002 survey conducted by NuStats Research and Consulting, IndyGo's total annual ridership is approximately 11,000,000 passengers, carrying one or two percent of all trips in Marion County with approximately 75 percent of passengers being transit dependent. IndyGo recently completed an on-board research survey of fixed route passengers and received recommendations of more frequent service and extended service hours. As an attempt to integrate environmental transportation options, IndyGo's fixed route vehicles are equipped with bicycle racks. In addition, the Blue Line electric bus began operation in August 2003 with a circulating route connecting various Downtown attractions.



Concept sketch from the Regional Center Northwest Urban Design Workshop of a green pedestrian link between the Canalwalk and Veterans Memorial Plaza

MAP M-1 LEGEND

- Existing Greenways
- - - Proposed Greenways
- IndyGo Blue Line
- ✱ IndyGo Blue Line Stop
- Existing Protected Walkways
- Proposed Cultural Trail
- People Mover
- ✱ People Mover Stop
- Existing Bicycle Route

Conceptual Routes

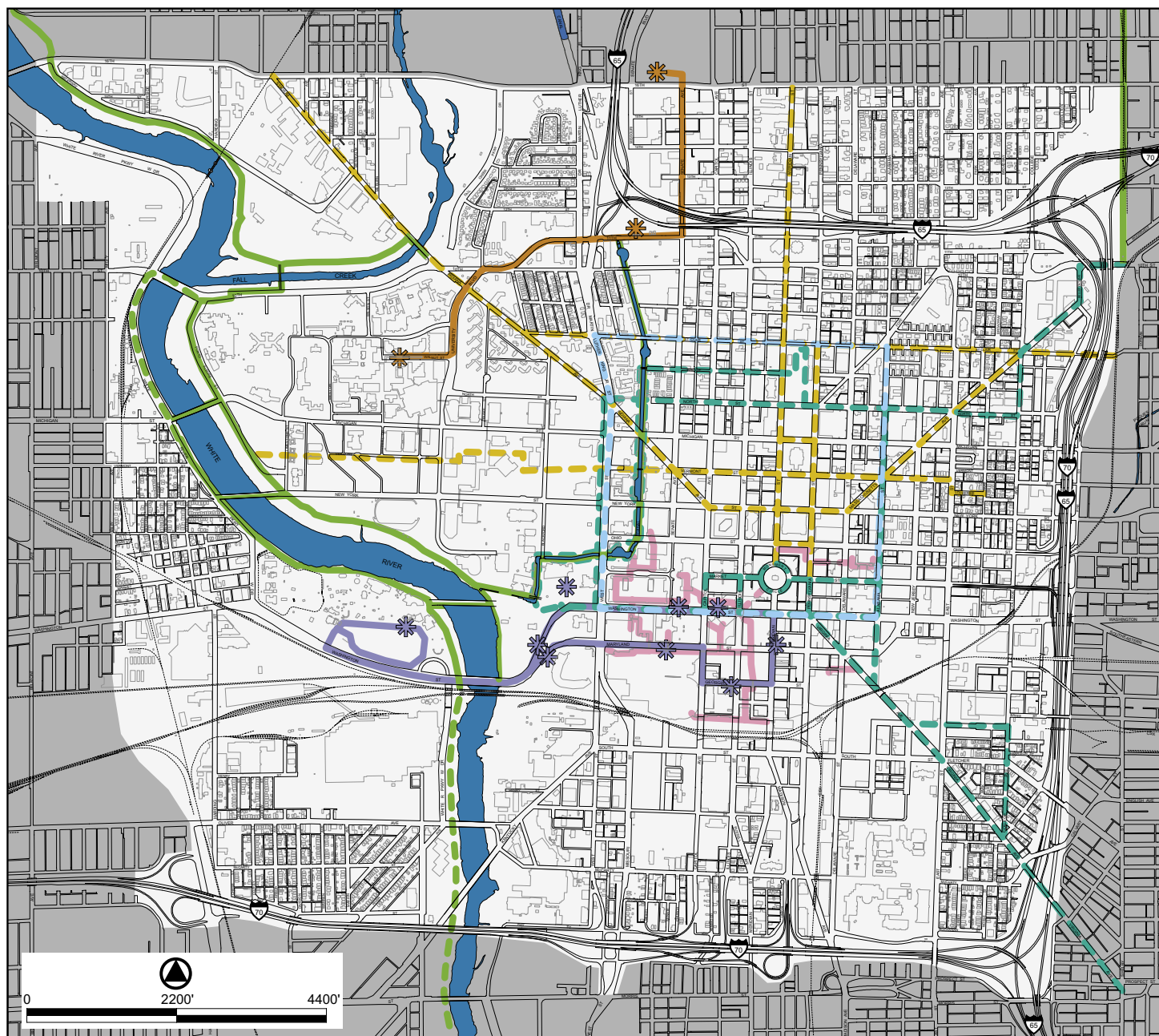
- Conceptual Pedestrian Corridors
- Conceptual Circulator
- Conceptual Protected Walkways



Biking customers at Alcatraz



MAP M-1: PEDESTRIAN AND BICYCLE ROUTES



MOVING AROUND DOWNTOWN

Discussion has been started regarding a multimodal transit center allowing ease of transfers among all transportation modes within the Regional Center. Some committee members emphasized the reuse of Union Station as an ideal location for a transit center if the site can accommodate the traffic both functionally and spatially.

The Clarian People Mover is an elevated, automated rail system that began operation in June 2003. The one and a half-mile, five-minute ride transports patients, families, physicians and employees between Methodist Hospital, Indiana University Medical Center and Riley Hospital. This system is free and open to the public.

In early 2003 a study was commissioned by a working group of private, non-profit and government entities that examined the feasibility of relocating all rail traffic out of Downtown Indianapolis. The elevated railroad tracks through Downtown currently accommodate significant CSX freight traffic as well as Amtrak passenger trains. These tracks represent a physical and aesthetic barrier to the south Regional Center; raise several safety and security issues; and complicate convention center expansion as well as private development. The study focused on the engineering and operational feasibility of removing the elevated tracks, but did not include detailed analysis of all aspects of a total relocation of rail traffic.

In addition, the MPO is conducting a regional DiRecTionS Rapid Transit Study with eight consulting firms, which is expected to be complete in the summer of 2004. This study will determine appropriate transit technologies and define transit corridors for a possible rapid transit system. Efforts including the proposed Cultural Trail, BioCrossroads- Central Indiana Life Science Network, Indiana High Speed Rail Association, DiRecTionS Rapid Transit Study, Clarian People Mover and greenways are progressing in making Indianapolis a multimodal city.

Air Quality

The United States Environmental Protection Agency (EPA) established national air quality standards in order to protect public health and welfare. Based on local EPA air sampling tests, the Indianapolis Metropolitan Area will not meet the national air quality standards. It is a

priority to establish methods to limit air-polluting emissions to avoid EPA penalties and negative economic impacts on the community.

Universal Accessibility

According to the 2000 Census, persons with disabilities are the largest minority group in the United States. Locally, 20 percent of persons in Indianapolis, or one-fifth of the population, have at least one type of disability. Of the different disabilities counted in 2000, 24 percent were physical disabilities, 10 percent were sensory disabilities and 13 percent were mental disabilities. For many individuals with disabilities and for seniors, a universally accessible pedestrian system is the difference between dependence and isolation and the enjoyment of opportunities in transportation, employment, housing, political participation, worship and recreation.

In 2000, the City of Indianapolis created the Mayor's Office of Disability Affairs (MODA) to promote a broader understanding and awareness of the Americans with Disabilities Act (ADA), universal access and inclusion. MODA works with the Department of Public Works (DPW) and the Department of Metropolitan Development (DMD) to educate staff and contractors on the requirements of the ADA in curb and sidewalk projects and new development. The City also partners with IndyGo to identify enhancements on bus routes and at bus stops to increase physical access. Moreover, by obtaining feedback on projects from the disability community and the Mayor's Advisory Council on Disability, the City of Indianapolis is able to engage in initiatives that increase the quality of life for persons of all abilities in our community.



Clarian People Mover

MAP M-2 LEGEND

- IndyGo Blue Line
- ✱ IndyGo Blue Line Stop
- People Mover
- ✱ People Mover Stop
- IndyGo Bus Routes



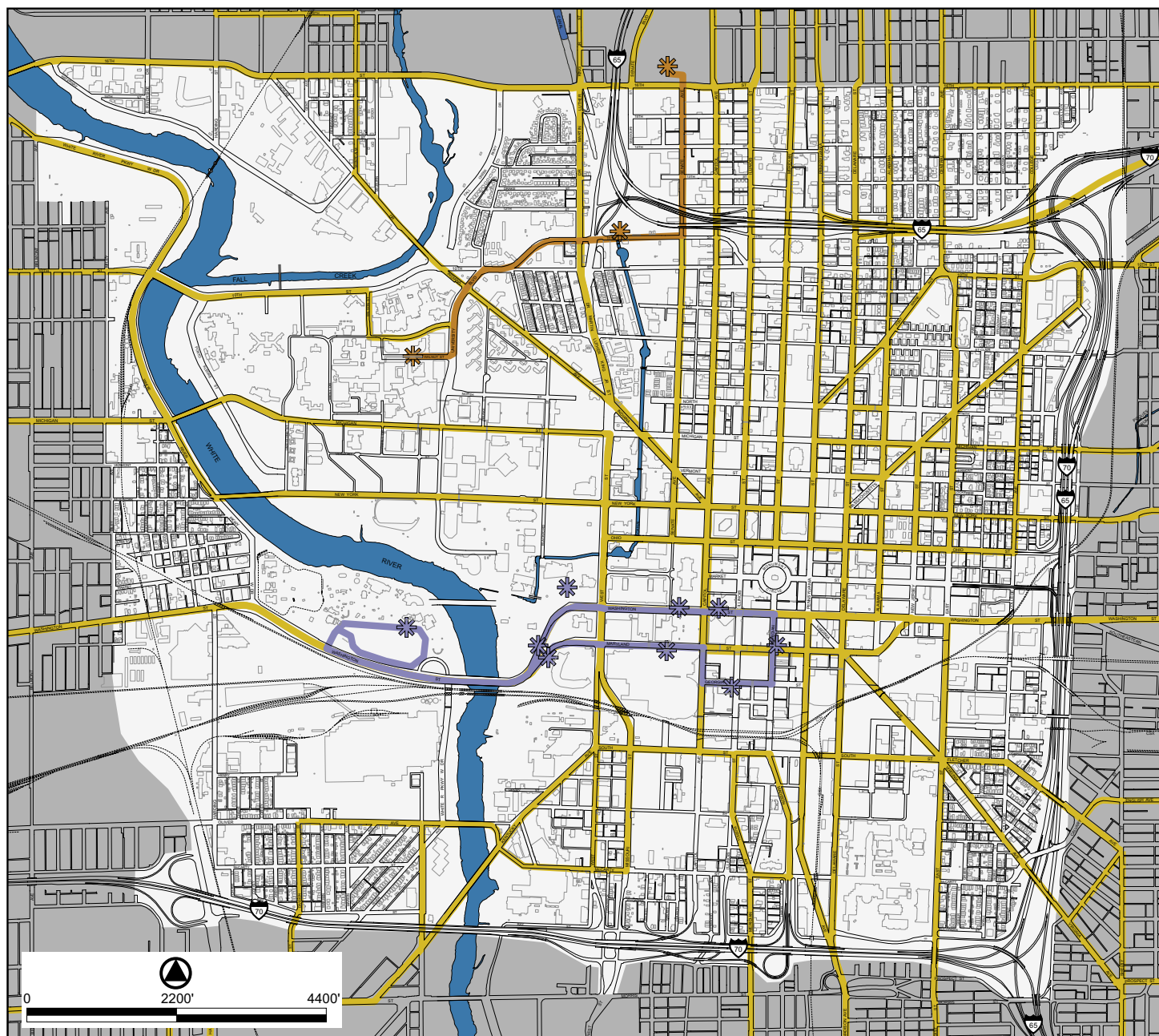
Access ramp at the City-County Building



IndyGo Bus Stop on Ohio Street



MAP M-2: EXISTING PUBLIC TRANSPORTATION



Parking

According to Indianapolis Downtown, Inc. records, in 2002, the Regional Center contained a total of nearly 85,000 parking spaces. The IUPUI campus contains more than 16,000 of these spaces, leaving 68,255 spaces Downtown. Parking meters on the streets account for 3,255 spaces with the remaining 65,000 spaces divided among public and private garages and lots. A total of 49,651 parking spaces are located within the Mile Square. Traditionally, the City and Downtown interests have looked to the private sector to meet the majority of the Downtown's parking needs. The City, Indianapolis Downtown, Inc. and others continue to monitor the parking situation to determine if additional incentives or assistance are needed to provide adequate parking.

Street Network

The traffic flow within the Regional Center is increasing at a rate of approximately one-half of one percent every year. Traffic congestion on area streets is not a system-wide problem and most streets within the Regional Center are functioning adequately, providing a stable volume at relatively high speeds even during peak hour traffic periods.

In attempting to create more efficient street patterns and lessen the impact on air quality, the Indianapolis DPW has done the following: synchronized Regional Center traffic signals, added turn lanes at problem intersections, introduced one-way streets, restricted on-street parking during rush hours, assisted in ridesharing efforts and encouraged staggered work hours. IndyGo's efforts are also important to reducing traffic levels.

Circulation

To provide better circulation and access, the IUPUI Campus Planning Framework proposes to reconfigure the University's internal street systems into a traditional grid pattern. West Drive and Union Street will extend from 10th Street to New York Street. Barnhill Drive will extend from Michigan Street to New York Street. Also, on the west edge of campus, a new road is proposed west of Veterans Hospital connecting Porto Allegre to provide access from 10th Street to New York Street.

In order to increase accessibility to the life science research community, road reconfiguration is recommended in a portion of the Stadium Drive District west of Stadium Drive. In order to access 16th Street, White River Parkway is extended north and IUPUI's West Drive is extended north crossing Fall Creek and continuing through the Stadium Drive District. Other minor roads will be aligned to create more appropriate block dimensions for research and institutional facilities.

The *Market Square Vicinity Implementation Plan* recommended studying the impact of removing the Interstate entrance and exit ramps at Market Street. These existing ramps are a physical and psychological barrier to the Downtown's eastside and the removal of the ramps will incorporate pedestrian infrastructure improvements, linking the city's near-east neighborhoods. A proposed alternative consists of construction of new Interstate entrance and exit ramps at Washington Street along with reconstruction of the Washington Street and Southeastern Avenue intersection.

It is also recognized that the following street segments are important components of the Regional Center circulation network: Fort Wayne Avenue; St. Clair Street; White River Parkway Drive between 16th and Michigan Street; and Belmont Avenue between White River Parkway Drive and 10th Street. Additional analysis should be conducted to determine the significance these street segments within the context of the Regional Transportation Plan.

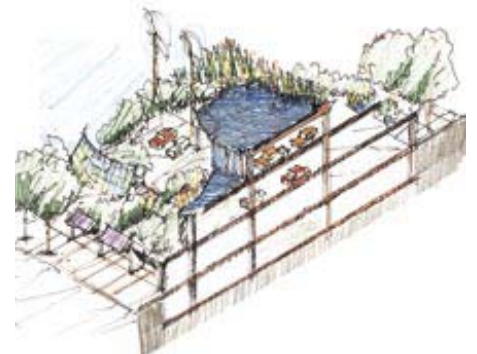
Along with these specific transportation related initiatives, Downtown circulation patterns need to be maintained to allow circulation and access throughout the Regional Center. There has been an increase in demand for the usage of streets creating competition among automobiles, mass transportation, pedestrians, emergency vehicles, loading zones, taxicab stands, on-street parking and special events. It is important to evaluate the impact of proposed changes in the street rights-of-way to minimize pressure on the circulation network.

MAP M-3 LEGEND

- Parking Structures*
- Surface Parking Lots

*Numbers listed are the spaces within the parking structure; residential structured parking associated with individual housing units not shown.

Source: Indianapolis Downtown, Inc.



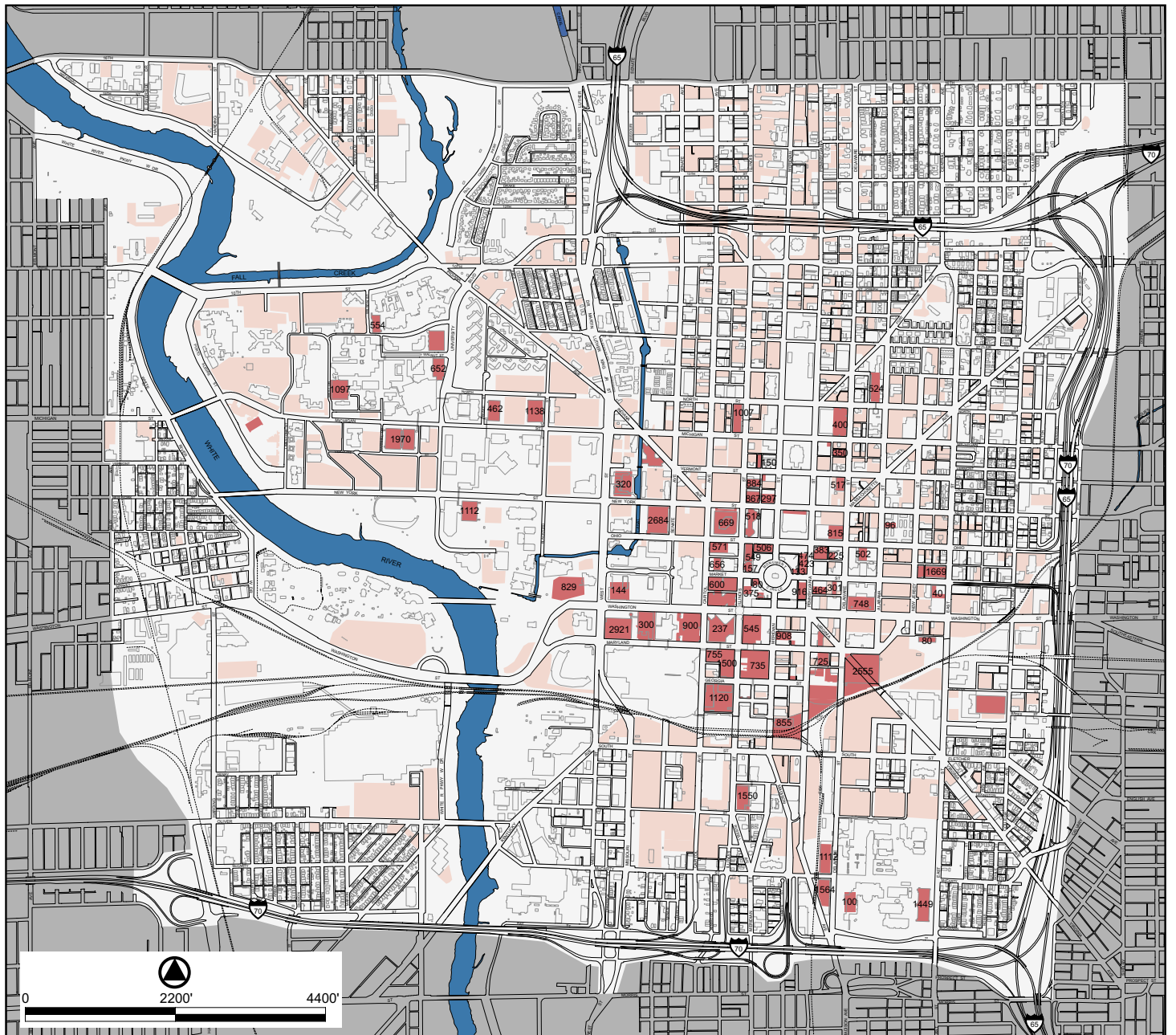
Concept sketch from the Regional Center East Urban Design Workshop of an "eco-parking garage"



World Wonder Garage at Circle Centre mall



MAP M-3: EXISTING PARKING



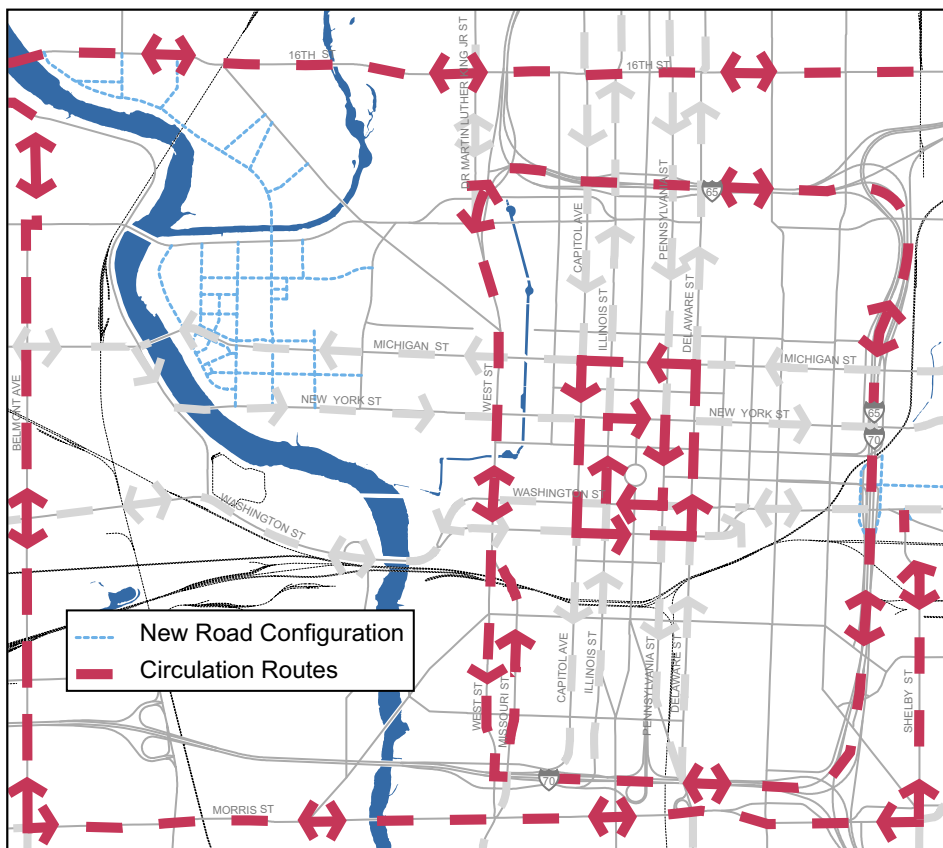
GOAL 16

Develop a comprehensive multimodal transportation system that improves the efficiency of travel, improves air quality, reduces the dependence on scarce fuels, is affordable to all groups, assists the function of activities and continues economic growth of the Regional Center, while recognizing the unique urban quality and fabric of the area.

OBJECTIVES

- Multimodal Transportation** Design, deploy, support, promote and expedite a multimodal transportation system. This system needs to be competitive with the private automobile, be affordable, have a positive environmental impact with minimal physical

impact, connect major activity nodes and be user-friendly for residents, businesses and visitors. Improve and promote a pedestrian and bicycle system to enhance safe connections between major facilities and destinations. Improve the operation of mass transportation services to better serve existing patrons, increase ridership and encourage user-friendly characteristics by improving on the system's frequency, safety, cost and convenience. Utilize the multimodal system as a distributor system connecting using the following modes of transportation: automobiles, buses, bicycle routes, greenways, pedestrian ways, helicopter, taxi services, rail, high-speed rail and a connection to the Airport.



Map of circulation routes with new road alignments

MAP M-4 LEGEND

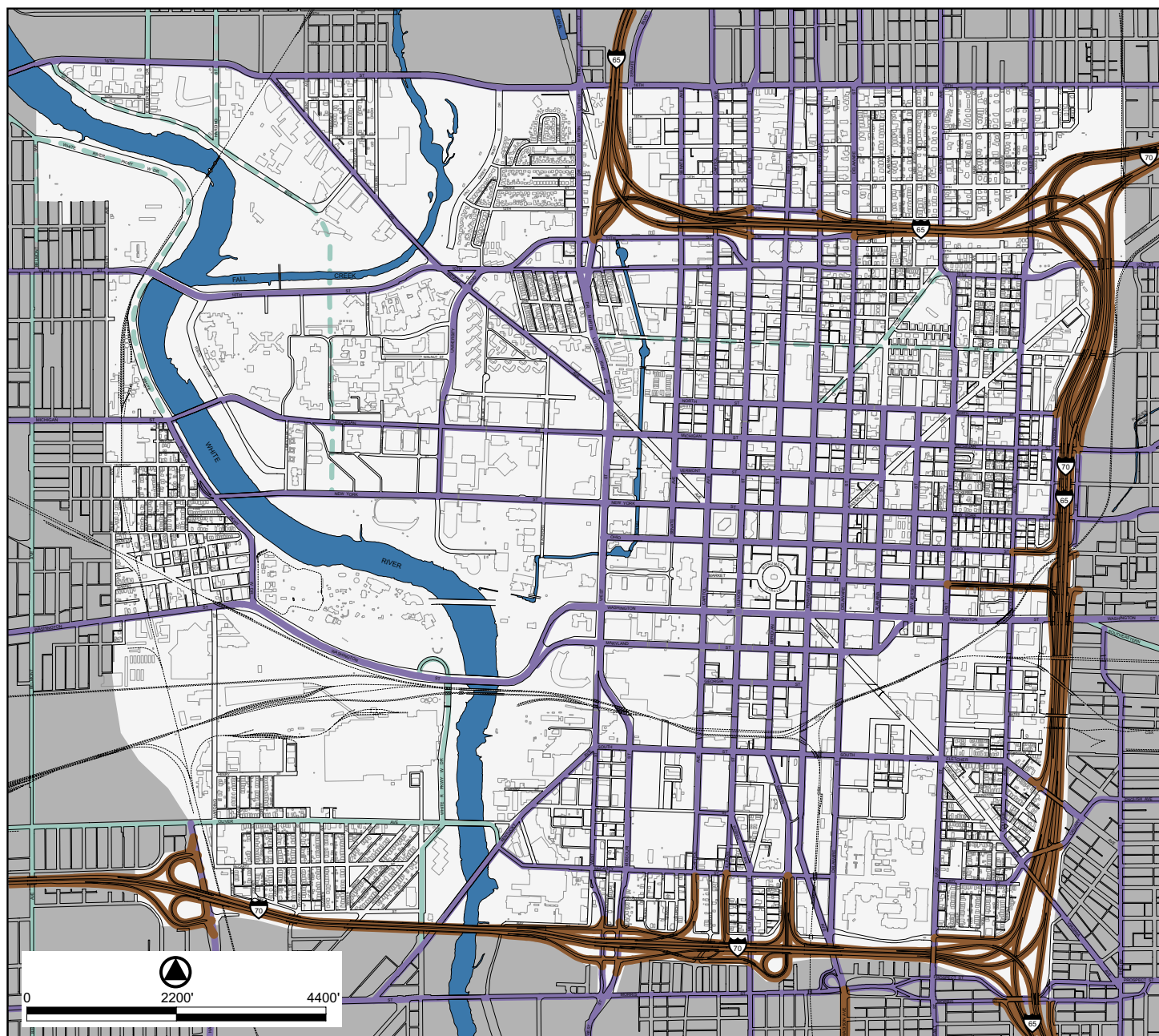
- Freeways
- Primary Arterials
- Secondary Arterials
- Proposed Circulation Connections

- Parking** Promote development of parking that balances adequate parking for neighborhoods, businesses and institutions while minimizing the negative aspects of excessive land area or resources devoted to parking. Encourage convenient, clean, safe, affordable, easy-to-find, mixed-use parking structures that are well designed and improve vehicular access to and egress from facilities in the Regional Center.
- Air Quality** Improve the overall air quality by promoting environmentally friendly urban design, creating an environmentally friendly mass transportation system, reducing the impact of vehicular emissions and promoting industries and businesses that have low environmental impact.
- Street Network** Ensure the street network provides efficient and convenient flow between destinations for residents, businesses and visitors.
- Universal Accessibility** Continue with improvements in disability awareness with a focus on universal access beyond minimal compliance with the Americans with Disabilities Act (ADA). Create a physical environment in the Regional Center that ensures ease of movement with sidewalks, intersections, public spaces, signage and multimodal transportation for persons of all ages and abilities.
- Development** Develop projects which provide high-density residential, business and institutions while enhancing the opportunity for mass transportation, reduced consumption of fossil fuels and improved air quality.

See page 88 for projects and programs related to the topic of transportation.



MAP M-4: CIRCULATION NETWORK



17. INFRASTRUCTURE

There is a complex infrastructure system that is critical to the function of Downtown Indianapolis. It is important to make improvements and maintain these systems in order to meet the needs and demands of people who live, work and play in the Regional Center.

Utilities

There are a series of utilities throughout the Regional Center including water, chilled water, communication lines, gas, electric, steam, sanitary sewers and storm sewers. The Citizens Thermal Energy plant is located within the Regional Center boundaries and is utilized today as a viable source of energy. However, the 100-year old sewer system is in dire need of repair and upgrade. Steps have been made to begin separating the combined sewer to eliminate overflow and improve surface drainage.

Water Quality

In most cases, rivers and waterways in the Regional Center do not currently meet national clean water standards. However, the historic Central Canal is supplied with groundwater, and is not a problem. Currently, there are combined sewer overflow outfalls within the Regional Center which overflow approximately 60 times a year, polluting the White River, Fall Creek and Pogues Run. These waterways have water quality concerns including high bacterial levels, impaired biotic levels, depressed dissolved oxygen levels and elevated organic concentrations in streambed sediments. The City of Indianapolis has prepared

a long-term control plan to address long-standing combined sewer overflow problems, incorporating a 15 to 20-year schedule of sewer system improvements. The goal of meeting clean water standards underlies this improvement program. In addition, the DPW has initiated water quality related projects to address unsewered areas and better manage stormwater and flood control. There has been a significant increase in water quality related projects in order to meet water quality standards and improve safe recreational utilization of this natural amenity.

Street and Sidewalk Infrastructure

DPW has ongoing curb, sidewalk and resurfacing projects to allow efficient and safe movement around the Regional Center. The Maintenance Operation Division maintains the City's infrastructure including streets, sidewalks, bridges, alleys, levees, traffic lights and greenways.

Technology

The State of Indiana is the first state in the nation to have a very high-speed optical fiber network, called I-Light, connecting Indiana University Bloomington, IUPUI and Purdue University's West Lafayette campus. The I-Light network is connected to the National Internet2 infrastructure and drastically increases the speed of internet access and the volume of information scientists and researchers are able to exchange. This technology is a basis for BioCrossroads- Central Indiana Life Science Network which envisions the city as a major technology center. Most buildings in the Regional Center are able to

MAP M-5 LEGEND

- Floodway
- 100 Year Floodplain
- 500 Year Floodplain
- Wellfield Protection Area
- Wells
- Electrical Substations
- Pogues Run
- Chilled Water Lines
- Regional Center Planning Area



Thermal Energy infrastructure improvements



Greenway bridge over Fall Creek



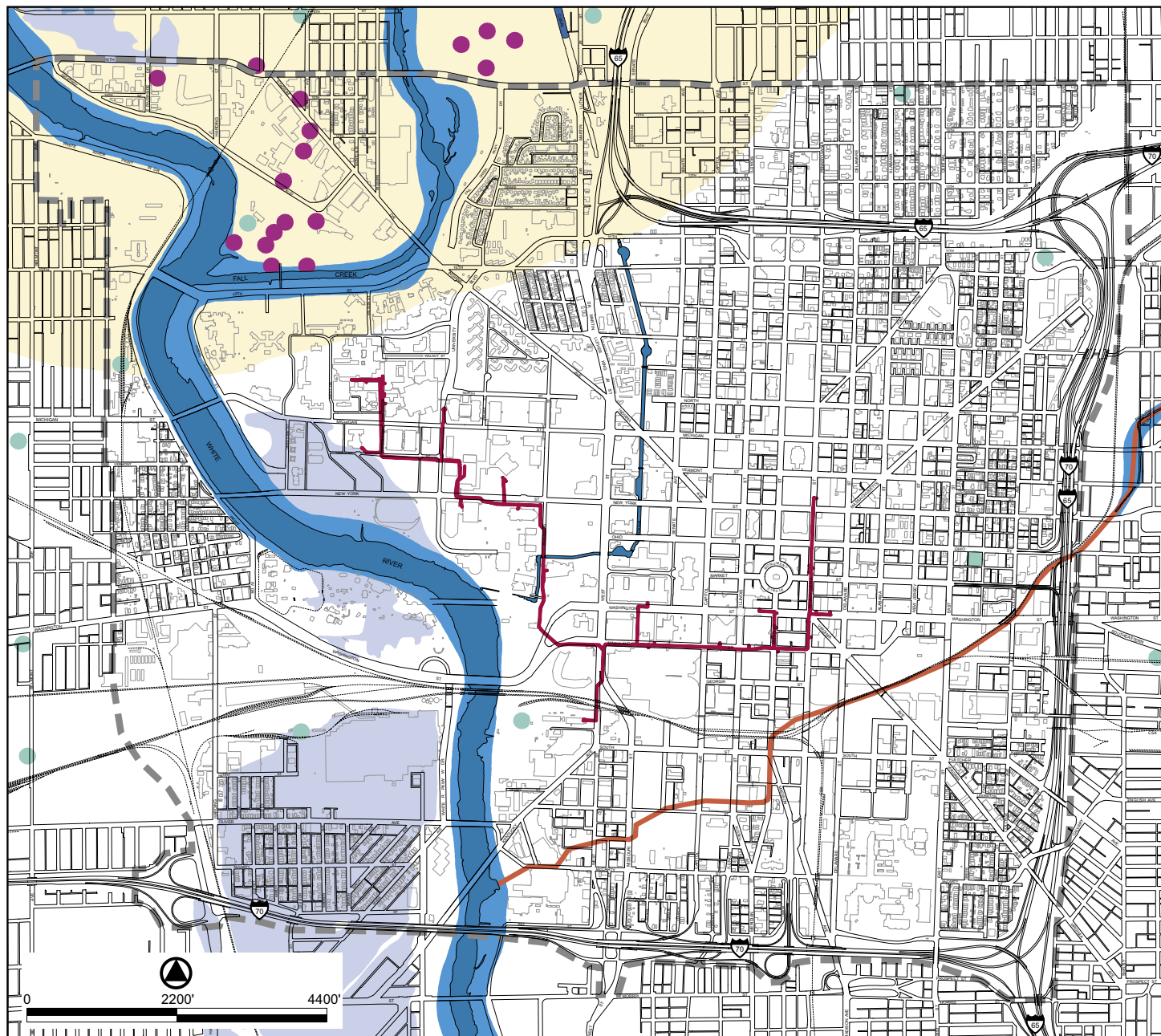
White River



Citizens Thermal Energy plant



MAP M-5: EXISTING INFRASTRUCTURE



access the information technology infrastructure. This is easily achieved because the City of Indianapolis allows fiber optic development to be placed in public rights-of-way. In addition, there are wholesale providers that are able to extend fiber optic lines to businesses. There is a fiber optic network center within the Regional Center boundaries on the east bank of the White River located just west of Kentucky Avenue.

GOAL 17

Ensure below- and above-grade infrastructure can accommodate community needs and demands. Encourage infrastructure projects to be coordinated, cost efficient, aesthetically thought through and have a positive impact on the overall environmental quality.

OBJECTIVES

- **Utilities** Ensure Downtown utilities can accommodate community needs and demands. Encourage utility projects to be coordinated and cost efficient.
- **Street and Sidewalk Infrastructure** Ensure infrastructure allows for vehicle and pedestrian traffic to physically move efficiently around the Regional Center.
- **Technology** Introduce and continue the installation of fiber optics, wireless and other new technologies necessary for businesses to grow and stay competitive. Develop infrastructure and resources necessary to successfully develop the life science community.
- **Water Quality** Improve water quality by reducing pollution to protect the public health and turn streams and rivers into community assets.

See page 90 for projects and programs related to the topic of infrastructure.

18. PUBLIC SAFETY AND FIRE PROTECTION

The Department of Public Safety oversees police, fire and other related services. Currently, approximately 1,150 sworn and 250 civilian personnel are employed by the Indianapolis Police Department providing service via car, motorcycle, horse or bicycle. There are 750 sworn firefighters and about 50 civilians who respond to approximately 94,000 emergency dispatches each year. The Emergency Management Division has played an increased role to minimize the impact of catastrophic events in the community. The general trend of crime in the Regional Center has been improving. Based on IPD crime data, in 2002, 2,656 serious crimes occurred within the Regional Center compared to 4,491 in 1992.

GOAL 18

Create and maintain a physically safe Regional Center environment while reinforcing a positive image of safety and security for visitors, residents and workers.

OBJECTIVE

- **Safety** Ensure overall safety for workers, residents and visitors relating to fire, crime, terrorism and the presence of hazardous material by supporting community policing, bicycle patrols and other initiatives which improve the perceptions about safety in the Regional Center.

See page 91 for projects and programs related to the topic of public safety and fire protection.



Fire Station #13

MAP M-6 LEGEND

- Indianapolis Fire Department Facilities
- Indianapolis Police Department Facilities



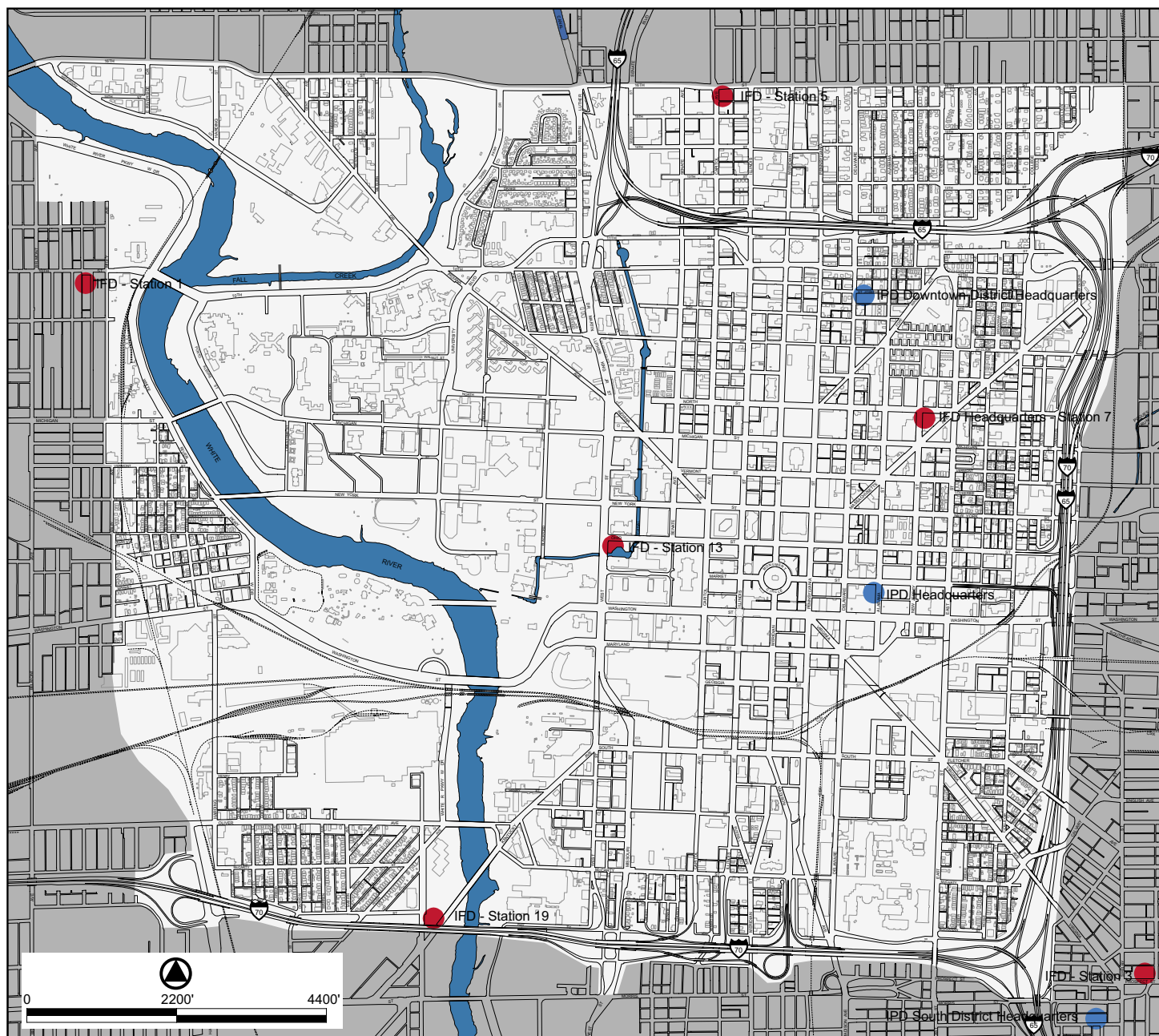
Emergency call boxes, pedestrian scale lighting and clear grade-level visibility help promote safety along the White River



Police on bicycles and motorcycles



MAP M-6: EXISTING PUBLIC SAFETY AND FIRE FACILITIES





People enjoying White River State Park



PLACEMAKING DOWNTOWN

INTRODUCTION

The Placemaking Downtown Committee began meeting in December 2002. The Committee met once a month through June 2003 to discuss urban design, parks and open space, ecology and historic preservation related topics. This Committee also made recommendations regarding financial resources and implementation. Throughout the six meetings, the Committee discussions focused on the quality of design, linkages, the quality of environment, historic preservation and new initiatives.

TOPICS

This Placemaking Downtown section covers the following topics:

- 19. Urban Design
- 20. Implementation Resources
- 21. Linkages
- 22. Parks and Open Space
- 23. Historic Preservation
- 24. Ecology and Sustainability

PRIORITIES AND INITIATIVES

The Placemaking Committee focused much of its time on considering issues where improvements need to be implemented. The underlying assumption is that Indianapolis has a strong historic base and a clearly identifiable center. The location of Indianapolis regionally and the lack of other urban competitors places the Regional Center in the position of being accepted as the center of the state and city. The following themes represent initiatives which are important to Placemaking and embrace more than one objective.

- **Preserve and Enhance Existing Assets** The existing historic resources, neighborhoods, parks, universities, government centers, convention facilities and entertainment facilities provide a strong framework for planning. Preserving, maintaining and supporting what the Regional Center has is inherent in the Committee's deliberations.
- **Design** The quality of design is very important and urban design guidelines should be developed to guide development. A design center to provide information, educational opportunities, research, support and advocacy for quality should be established.
- **Cultural Trail** The accessibility and connection of Regional Center assets is important to wayfinding, sense of place and development. The proposed Cultural Trail will link cultural districts, greenways, neighborhoods and arts venues while serving to connect core retail to neighborhoods, neighborhoods to the University and be a strong destination in and of itself.
- **Environmental Responsibility** All development should be environmentally sensitive. Improving air quality, water quality and energy conservation are important to the future. Opportunities to use plant materials and passive energy strategies are also recommended.

19. URBAN DESIGN

Indianapolis has few natural features such as mountains, oceans or lakes to create a memorable image or serve to orient us to views, places and experiences. The quality of Indianapolis' built environment is therefore the best opportunity to create a strong sense of place. Indianapolis should seek its own unique identity. There is the opportunity to plan concentrations of retail, transportation centers, schools, etc. in such a way as to create a stronger sense of community.

GOAL 19

Excel in the quality of urban design reinforcing the unique skyline, protecting and reinforcing specific views and points of entry, promoting quality infill development and implementing enforceable design guidelines that encourage creativity.

OBJECTIVES

- **Mixed-Use** The Regional Center should be a mixed-use sustainable area that offers unique opportunities to the people of central Indiana to live, work, learn and enjoy the Downtown.
- There are opportunities to create 24-hour communities in the Regional Center. Residential development, shops, restaurants and places to work and learn can all be merged into a vibrant community.
- **Culture** Develop a unique environment that expresses the community's culture, knowledge and sensitivity to community.



University Park

The success of Indianapolis during the last three decades has been enabled by strong leadership and nonpartisan collaboration between constituent groups.

- **Density** Develop projects which provide high-density residential, business and institutional alternatives and enhance the opportunity for mass transportation, reduced consumption of fossil fuels, improved air quality and reduce urban sprawl.

The Regional Center has the best concentration of access and parking in the region. High-density development can best be served in this location. The high-density urban lifestyle opportunity cannot be replicated elsewhere and provides people with an alternative to suburban living. In the urban core, residential densities should be at 80 units per acre and up.

- **Project Design** Improve the quality of project design.

The Regional Center Zoning Ordinance requires that proposed improvements and uses be reviewed for consistency with the Regional Center Plan. However, many improvements that affect the quality of the built environment are not directly affected by the Ordinance. State and federal projects and infrastructure improvements are either technically or legally outside the purview of the Regional Center Zoning Ordinance.



Concept sketch from the Regional Center East Urban Design Workshop of Market Street

- **Development Corridors** Determine, guide and support high-density development along significant point of entry corridors, such as East Washington Street, West Street (both north and south), South Street, Virginia Avenue, Stadium Drive, Madison Avenue, South Meridian Street, Massachusetts Avenue, etc.

New development can be most efficient and supportive of the Regional Center concept when designed in concert with pedestrian, vehicular and mass transportation related improvements.

- **Sense of Place** Develop a unique "sense of place" in each of the districts in the Regional Center. Concentrated retail centers, public uses, parks and public art will result in improved pride and advocacy.

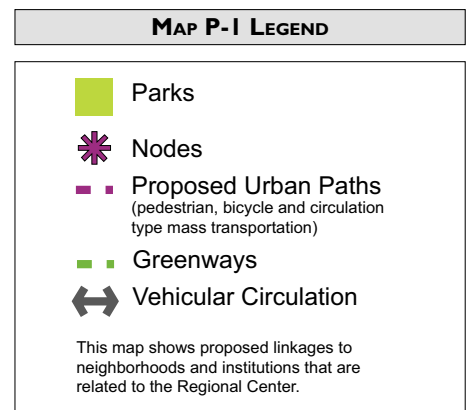
Indianapolis should seek its own unique identity. Many districts have no concentration of services or no "town square." There is the opportunity to plan concentrations of retail, transportation centers, schools, etc. in such a way as to create a stronger sense of community.

- **View Sheds** Create unique iconography, improve the skyline, views, gateways, points of entry, streetscape, transitional areas, etc. Regulate objects that block views or are distracting such as billboards, communication towers and informational signage to preserve view sheds.

People "see" and remember places based on postcard type images that people mentally carry. The nature of these images varies based on the subject and the frame. They are as grand as the Rocky Mountains



Indiana Government Center



framed by high-rise buildings in Downtown Denver and as intimate as a flower box framed by a window in Venice. There are important views of the Soldiers and Sailors Monument, State Capitol and skyline from Highland Park, Crown Hill and the historic Central Canal that should be protected. Preserve these views and promote many other opportunities to create memorable images.

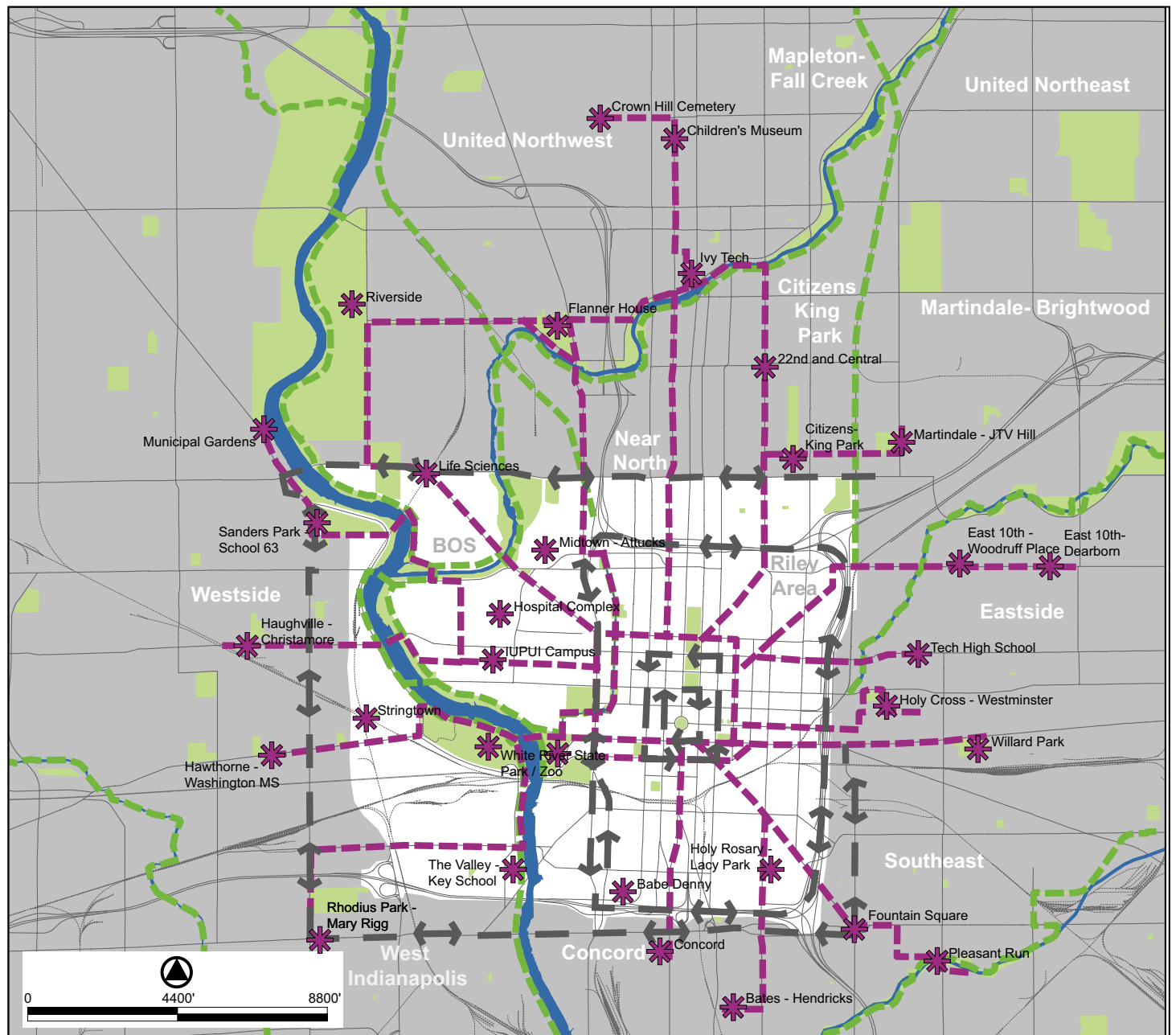
- **Pedestrian Environment** Create a pedestrian-friendly environment by orienting street-level uses to the sidewalk, making security more observable and providing public amenities.

There are many corridors in the Regional Center that are oriented to the automobile where the buildings and parking lots form edges with minimal visual relief or access for pedestrians. North Delaware Street and North Illinois Street are examples of this.



Indianapolis Artsgarden

MAP P-1: DISTRICTS AND LINKAGES



- **Diversity** Promote the inclusion of all ethnic, life cycle and ability groups by developing public places that respond to their culture and needs.

Indianapolis is composed of people who have settled here from diverse backgrounds. There are places that still reflect the heritage of those groups. Some examples are Indiana Avenue (African-American), Athenaeum (German), Irish Hill (Irish), Christ Church Cathedral (English), Holy Rosary (Italian), Jewish, Slovenian, Ethiopian, Chinese and Latino settlements. The systematic inclusion of ethnic, lifestyle, ability and age groups in decisions about design and development can strengthen the community.

- **Parking** Intensify the Regional Center by minimizing surface parking lots.

Parking in the Regional Center is considered by many to be a problem. Surface parking lots create barriers to neighborhoods, break the safe cohesive pattern of sidewalks and do not contribute to the concentration of activities that create a dynamic environment.

See page 92 for projects and programs related to the topic of urban design.



White River State Park

20. IMPLEMENTATION RESOURCES

GOAL 20

Promote policies that lead to the sustained economic health of the Regional Center's assets and to the natural revitalization of vacant, low-density, obsolescent and deteriorated property. When possible use existing amenities as the focus for the development.

OBJECTIVES

- **Regional Support** Determine ways to fairly distribute the cost of creating and maintaining a great city.

The assets in the Regional Center are used by the people who live in central Indiana and in many cases the entire State. The stability and strength of the regional economy is tied closely to the image of the Downtown.

- **Fund Public Art** Provide funding to assure that art is incorporated into public projects.

There are many components of the built environment that are not designed as art or that do not incorporate art into their development programs. Bridges, levees, streets, manhole covers, light fixtures and benches can be designed to be unique and to enhance wayfinding and placemaking.

- **Parking Strategy** Prevent parking from being a hindrance in the growth of the number of residents, visitors or businesses.

As the number of residents, workers and visitors increases, the Regional Center will better utilizing the parking supply. However, there is more opportunity for conflict and competition to control parking.

See page 94 for projects and programs related to the topic of implementation resources.

MAP P-2 LEGEND

	\$0
	\$1 - 35,000
	\$35,001 - 295,000
	\$295,001 - 950,000
	\$950,001 - 78,890,000

Source: Assessor's records.
This map was prepared to show the overall pattern of property tax generating parcels of land. In some parcels that form a single site, the land and improvements are assigned to only one of the parcels. In these cases, the map does not accurately reflect values.

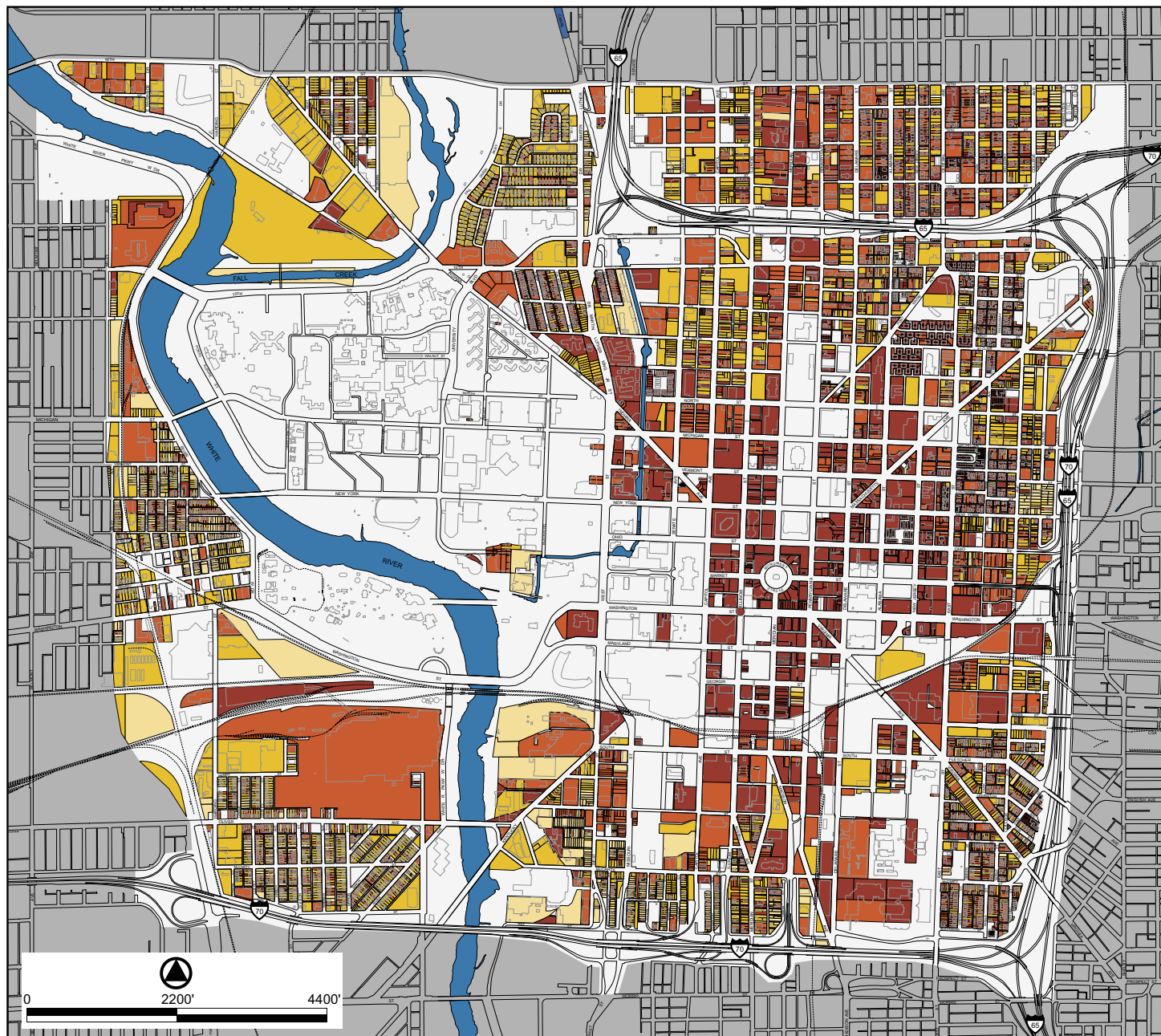
Much of the land in the Regional Center is devoted to public and non-profit uses. Many of these uses benefit the entire region and state but do not directly contribute to the local tax base.

Taxed	1,676 acres	39%
No Tax	1,487 acres	35%
Rights-of-way, etc.	1,083 acres	26%
Total	4,246 acres	100%



Concept sketch from the Regional Center East Urban Design Workshop of landscaping and lighting of the Interstate system through Downtown

MAP P-2: NET ASSESSED VALUE OF LAND AND IMPROVEMENTS PER ACRE



21. LINKAGES

GOAL 21

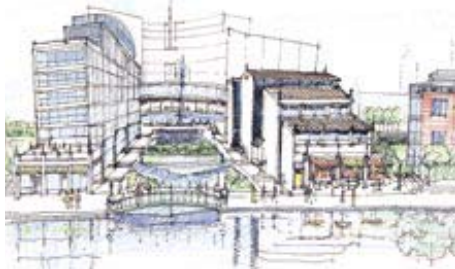
Connect neighborhoods, institutions, cultural amenities, cultural districts and business districts to the Downtown core by improving wayfinding and developing mass transportation, greenways, pedestrian ways, bikeways and rest areas. Routes should be safe, accessible, aesthetically pleasing and promote a more sustainable environment.

OBJECTIVES

- **Pedestrian and Bicycle Circulation** Connect neighborhoods, institutions, cultural districts and business districts to the Downtown by improving wayfinding and developing greenways, pedestrian ways, bikeways and rest areas. Use the proposed Cultural Trail as a linkage for all arts and cultural amenities. Establish new infrastructure for pedestrians and bicycles and lessen vehicle and pedestrian conflicts.

A study of the 2000 Census data revealed more than 200,000 people live within a 1/2 mile, or 10-minute walk, of the greenways and proposed Cultural Trail. The bicycle service area is even larger. There are neighborhoods, cultural resources and business centers near the Regional Center that are not conveniently connected to the Downtown core.

- **Tourism and Conventions** Promote linkages between Downtown hotel/convention facilities and the cultural districts of Mass Ave, Historic Canal District/White River State Park, Fountain Square and the Wholesale District.



Concept sketch from the Regional Center Northwest Urban Design Workshop of new "spurs" off of the Canalwalk

The Indianapolis Zoo, museums, theaters, cultural attractions and arts districts are dispersed throughout the community. The support of these institutions and businesses can be improved by better access.

- **Multimodal Transportation** Design, deploy, support, promote and expedite a multimodal transportation system. This system needs to be competitive with the private automobile, be affordable, have a positive environmental impact with minimal physical impact, connect major activity nodes and be user-friendly for residents, businesses and visitors.

The existing system of mass transportation, greenways and pedestrian corridors is not designed to provide a clear, cohesive alternative to the automobile. Long-range plans are currently underway to provide a framework for an integrated multimodal system. In the short-term, there is the opportunity to better serve pedestrian and bicycle use and subsequently to reinforce the feasibility of future alternatives.

See page 95 for projects and programs related to the topic of linkages.

22. PARKS AND OPEN SPACE

GOAL 22

Maintain and enhance parks, open space and waterways that provide for the needs of area residents, workers and visitors and positively contributes to the overall image of the city.

OBJECTIVES

- **Parks and Open Space** Create and maintain a parks and open space system that provides for the needs of area residents, workers and visitors and positively contributes to the overall image of the city.

The Regional Center has a strong base of formal parks, neighborhood parks and open space. As growth has occurred and new development initiatives have been planned for the Regional Center, there is the need to better serve the changing needs of residents, workers and visitors. Residential development in the Riley Area, historic Central Canal area and Core will require resident-oriented parks. The growth of IUPUI and development of BioCrossroads-

MAP P-3 LEGEND

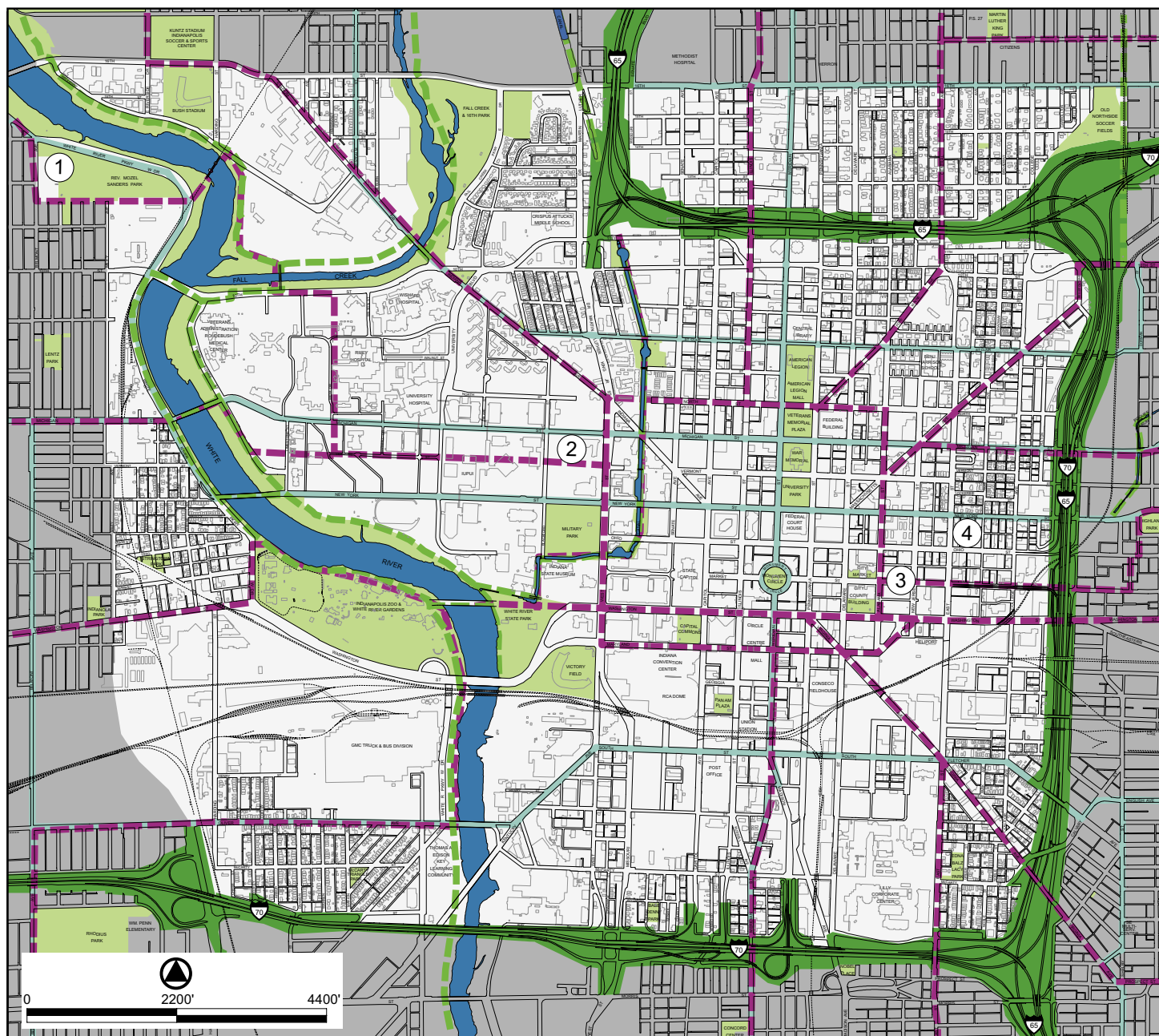
- Existing Parks
- Proposed Interstate Rights-of-way Landscaping
- Greenways
- Proposed Urban Paths
- Existing Bicycle Route

- ① **Rev. Mozel Sanders Park -**
New trails, shelters and playing fields in support of community needs and in coordination with new Indianapolis Public School 63.
- ② **Indiana University-Purdue University at Indianapolis -**
New open space, landscaping and pedestrian circulation as proposed in the IUPUI Campus Planning Framework.
- ③ **Market Square -**
New plaza, landscaping and pedestrian circulation as proposed in the Market Square Vicinity Plan.
- ④ **Riley Area -**
New neighborhood park to serve residents as proposed in the Market Square Vicinity Plan.



Cultural Trail Sketch. Source: Storrow Kinsella Associates Inc.

MAP P-3: PARKS, GREENWAYS AND OPEN SPACE



Central Indiana Life Sciences Network will require worker-oriented parks. The growth of the convention and tourism business will require visitor-oriented parks. Twenty percent of the Regional Center is taken up with river and Interstate land. There are opportunities to improve the river corridors and Interstate corridors.

- **Programming and Learning** Promote learning programs and activities which will encourage year-round use of the White River State Park and the historic Central Canal.

Much of the park and open space land is not being fully utilized. Winter use is minimal. There is the potential to serve more people through programming of the parks and open space. The continued growth and programming of the parks and open spaces will provide opportunities for people to engage in more active and healthy pursuits.

See page 96 for projects and programs related to the topic of parks and open space.

23. HISTORIC PRESERVATION

GOAL 23

Protect, restore and preserve the historic built environment including art, parks, infrastructure, urban archaeology and the original "Mile Square Plan" of Alexander Ralston.

OBJECTIVES

- **History** Enhance awareness of the origins of the city, including the original Ralston Plan and early settlement patterns.
- **Future Resources** Identify future historic resources.
- **Legislation** Strengthen preservation legislation for Marion County to improve efficiency and effectiveness.
- **New Local Designations** Consider local designation of potential historic districts.
- **Partnerships** Create new partnerships and sustain existing partnerships for protecting historic resources of the process of preserving historic resources.

The Indianapolis Regional Center is the location of much of the early development and settlement of central Indiana. It was

established in 1820 as the State Capitol. Many aspects of the Ralston Plan have survived to the present. The Regional Center has 10 historic districts and many outstanding buildings. The general public is not aware of the history and cultural heritage that is embodied in these resources.




- **Reuse Strategy** Reuse property and buildings that have historic significance.

Property owners have invested in areas of the Regional Center which have locally designated historic preservation districts. The amount invested has increased significantly in the past 10 years. The dollar value, as reflected in permits, has increased from approximately \$3 million per year to \$11 million per year (not including projects like Circle Centre mall and Lockefield Gardens). The designation and protection of historic districts provides a stable base for private investment.

- **Education** Educate and raise awareness of historic preservation, cultural heritage and sense of place.
- **Historic Resources** Explore ways to protect "stand-alone" historic resources.

There are information gaps in the identification of historic resources, particularly as they relate to future generations and to urban archaeological opportunities. Resources that contribute to

MAP P-4 LEGEND

-  Local Historic Areas
-  National Register of Historic Places Districts
-  National Register of Historic Places

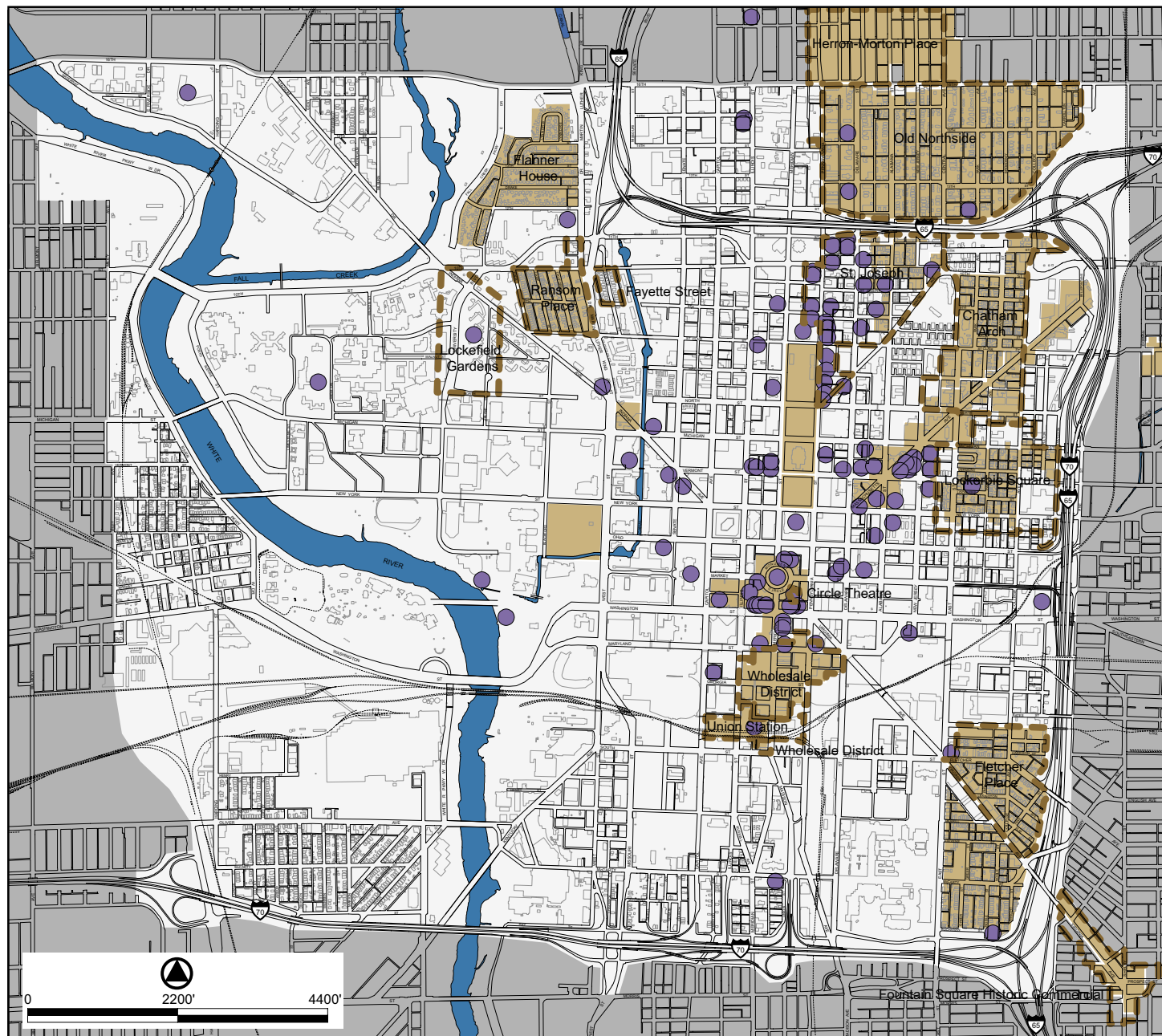


Old Northside house



Concept sketch from the Regional Center Northwest Urban Design Workshop of a revitalized and historic Indiana Avenue

MAP P-4: HISTORIC RESOURCES



the unique definition of Indianapolis heritage are at risk of being lost, including remnant cultural heritage, art, historical industrial architecture, institutions, bridges, urban archaeology and the Ralston Plan.

See page 97 for projects and programs related to the topic of historic preservation.

24. ECOLOGY AND SUSTAINABILITY

GOAL 24

Develop projects that embody sustainability by conserving energy, protecting nonrenewable resources, improving air and water quality and protecting the natural environment.

OBJECTIVES

- **Natural Resources** Use natural resources and natural seasonal and diurnal variation to improve tourism, public use and appreciation of environment.

Central Indiana is one of the few areas in the country that has the tree species and climate to produce very vivid Autumn colors. The daily cycle of dawn, day, dusk and night also provides dramatically different experiences for appreciating the environment.

- **"Green" Buildings** Incorporate energy efficient and ecologically sound practices into new development.
State and Local building policy does not fully respond to "green" building standards.
- **Environmentally Sensitive Development** Plan and promote new environmentally sensitive live and work development along the White River corridor to fully realize this natural resource's recreational and open space.

The White River corridor has the potential to be the centerpiece of new development initiatives. Historically, flooding, the protection of the levee, industrial development and pollution have typified the image of the river. More recent development of the White River State Park, the historic Central Canal, IUPUI student housing, Indy Park Greenway improvements, levee improvements and the key school have altered that image.

- **Sustainability** Encourage urban-tolerant landscaping and maintenance resources for new greenspace improvements.

Many plant materials do not thrive in urban environments. Air quality, air temperature, wind speed, root growth and sunlight are all altered by the micro-climatological effects of the urban environment.

- **Increased Greenspace** Improve public land to increase public greenspace and native wildlife plant habitats.

The Interstate right-of-way land has not been fully utilized. The floodplain areas at the confluence and along the marginal areas of White River and Fall Creek currently provide a natural habitat for wildlife.

- **Air Quality** Develop projects which provide high-density residential, business and institutional alternatives and enhance the opportunity for an environmentally friendly transportation system, reduced consumption of fossil fuels and improved air quality.

The Regional Center is lower than the surrounding area by 70 to 80 feet. This is apparent when driving into the Regional Center. The Bank One Tower is visible from 10 miles away due to the constant decline in grade. This also exacerbates the efforts to clean up the air. Nighttime air inversions

on clear, low wind speed days do not allow pollution to escape. Indianapolis is very close to being in noncompliance with EPA's national ambient air quality standards. There is also the possibility that these standards might be increased.

- **Water Quality** Improve water quality by reducing the pollutants and allowing recreational use of the waterways.

All of the older sewers in Indianapolis were constructed as combination sewers. During periods of high rainfall, they overflow into the rivers and streams. The original theory was that the increased stormwater flow dilutes pollutants, not seriously affecting the water quality. However, when stormwater first causes an overflow, the sewers are "flushed out" causing substantial pollution releases. This, coupled with an increase in the use of cleaning chemicals, has proven to be a serious threat to the recreational use of the White River.

- **Trash** Maintain the image of Indianapolis being a clean city. As the Regional Center attracts more people, there is the need to provide additional user-friendly ways to maintain the area.

See page 98 for projects and programs related to the topic of ecology and sustainability.



Concept sketch from the Regional Center East Urban Design Workshop of a Wabash Street Arts Promenade



LAND USE PLAN

INTRODUCTION

The Land Use Plan has been prepared to reflect the development priorities that were established by the six "people-use" committees. With a combined total membership of 350 people, the committees developed 25 goals, 106 objectives and 287 projects and programs. Staff developed the Land Use Plan based on the recommendations of the committees and the previously adopted plans that exist for many of the planning districts in the Downtown. The two initiatives that most significantly affected the Land Use Plan were increasing the total population from 20,000 to 40,000 by the year 2020 and the continued development of the BioCrossroads-Central Indiana Life Sciences Network.

TOPICS

This section covers the following topics:

- Planning Districts
- Critical Areas
- Existing Land Use
- Proposed Land Use

PLANNING DISTRICTS

The Regional Center has a subset of districts that relate to specific neighborhoods, historic districts, specific institutions and businesses. The Regional Center has been divided into 31 districts for purposes of analysis. The chart on the following page lists the districts and indicates their relationship to other planning activities.

CRITICAL AREAS

Critical areas are those areas that are likely to experience significant development pressure. The critical area recommendations address significant land use issues that require more detailed information than other areas. The critical area text explains why a certain area is considered critical and presents additional information about the area. The Metropolitan Development Commission and Boards of Zoning Appeals should consider this information when making decisions on land use petitions filed on or near these locations.

Seven critical areas are identified as follows:

CRITICAL AREA - PLANNING DISTRICT I STADIUM DRIVE/LIFE SCIENCES

Location: Bounded by 16th Street on the north, Fall Creek on the east and south and Rev. Mozel Sanders Park and White River on the west.

Why Critical: The proposal in the April, 2003 life sciences plan, *Framework for A Research Community*, shows research, medical and institutional uses, new parks, an expanded greenway system, street landscape easements, new road connections and residential uses.



Proposed life sciences development illustrative plan. Source: Beyer, Blinder, Belle

LAND USE PLAN

This is dramatically different from existing land uses. Transitional policies will be required. An extension of the Clarian People Mover is proposed for the area.

The plan also indicates development potential for the area north of 16th Street to 18th Street which is not within the Regional Center. There has been a significant amount of positive public discussion and involvement regarding the life sciences plan.

A forum was conducted and presentations were made to neighborhood-based groups. The United Northwest Association (UNWA) and the City will be starting work on a new plan for the area, scheduled for 2004. The updated UNWA Plan will consider and include input from the life sciences plan for this area north of 16th Street.

Recommendations:

- Develop most of the area between Waterway Boulevard and Stadium Drive as a mixed-use research community, constructing 8,000,000 square feet of research, medical and institutional uses supported by nearly 17,000 structured parking spaces.
- The total area is proposed to have an additional 1,300 new housing units.



LAND USE PLAN

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

CRITICAL AREA - PLANNING DISTRICT 3 NEAR NORTH/CLARIAN AND CENTRAL CANAL CORRIDOR

Location: Northern area bounded by 16th Street on the north, Illinois Street on the east and I-65 on the south and west. Southern area bounded by I-65 on the north, Illinois Street and Senate Avenue on the east, Michigan Street and New York Street on the south and West Street and Dr. Martin Luther King Street on the west.

Why Critical: The proposal in the April 2003 life sciences plan, *Framework for A Research Community*, shows research, medical, institutional and residential uses. This is significantly different from existing land uses. Transitional policies will be required.

Recommendations:

- Develop most of the area as a research community. The area is proposed to have 4,000,000 square feet of research, medical

MAP LU-I LEGEND

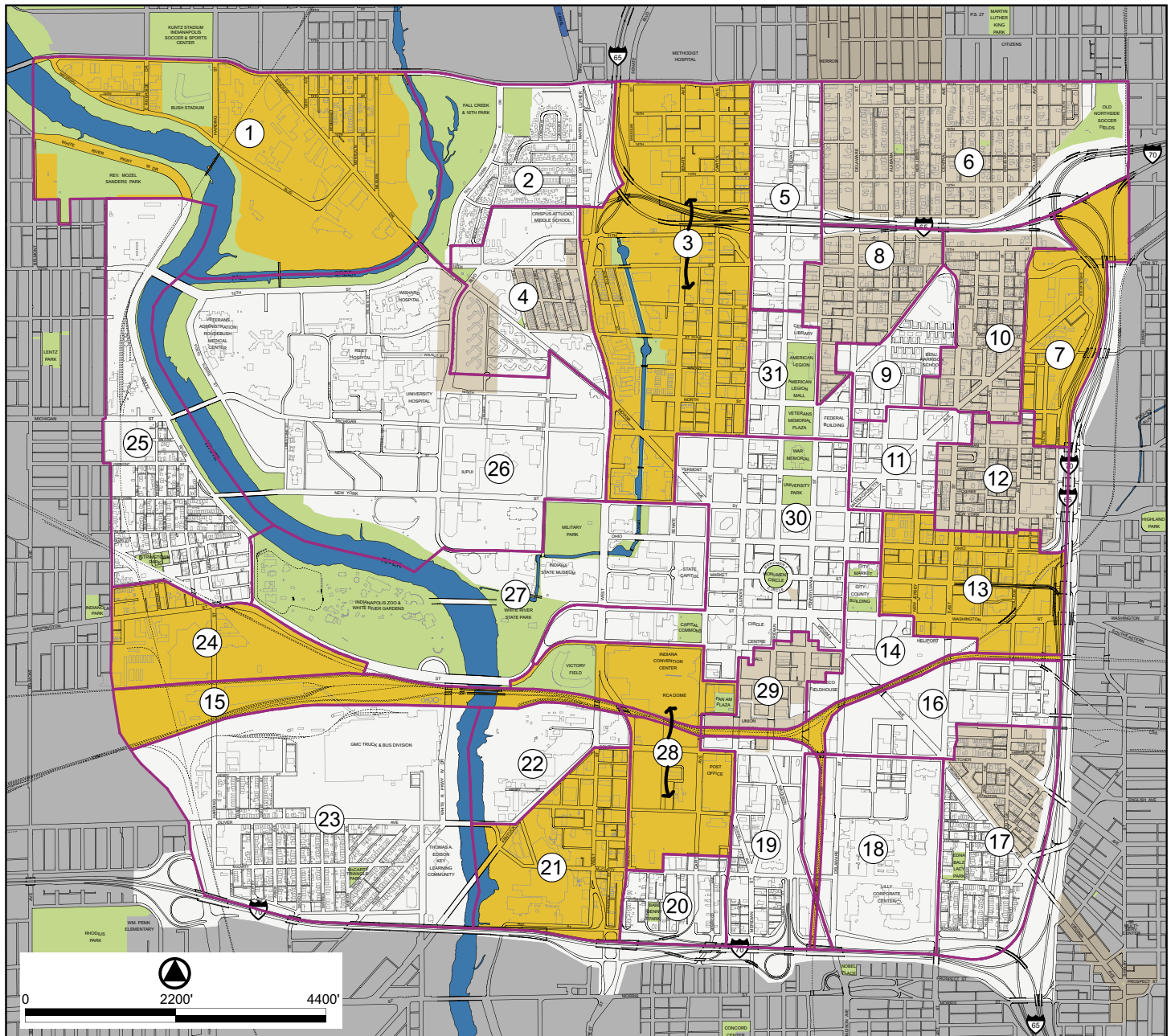
- Planning Districts
- Critical Areas
- Local Historic Areas
- Parks, Open Spaces and Plazas

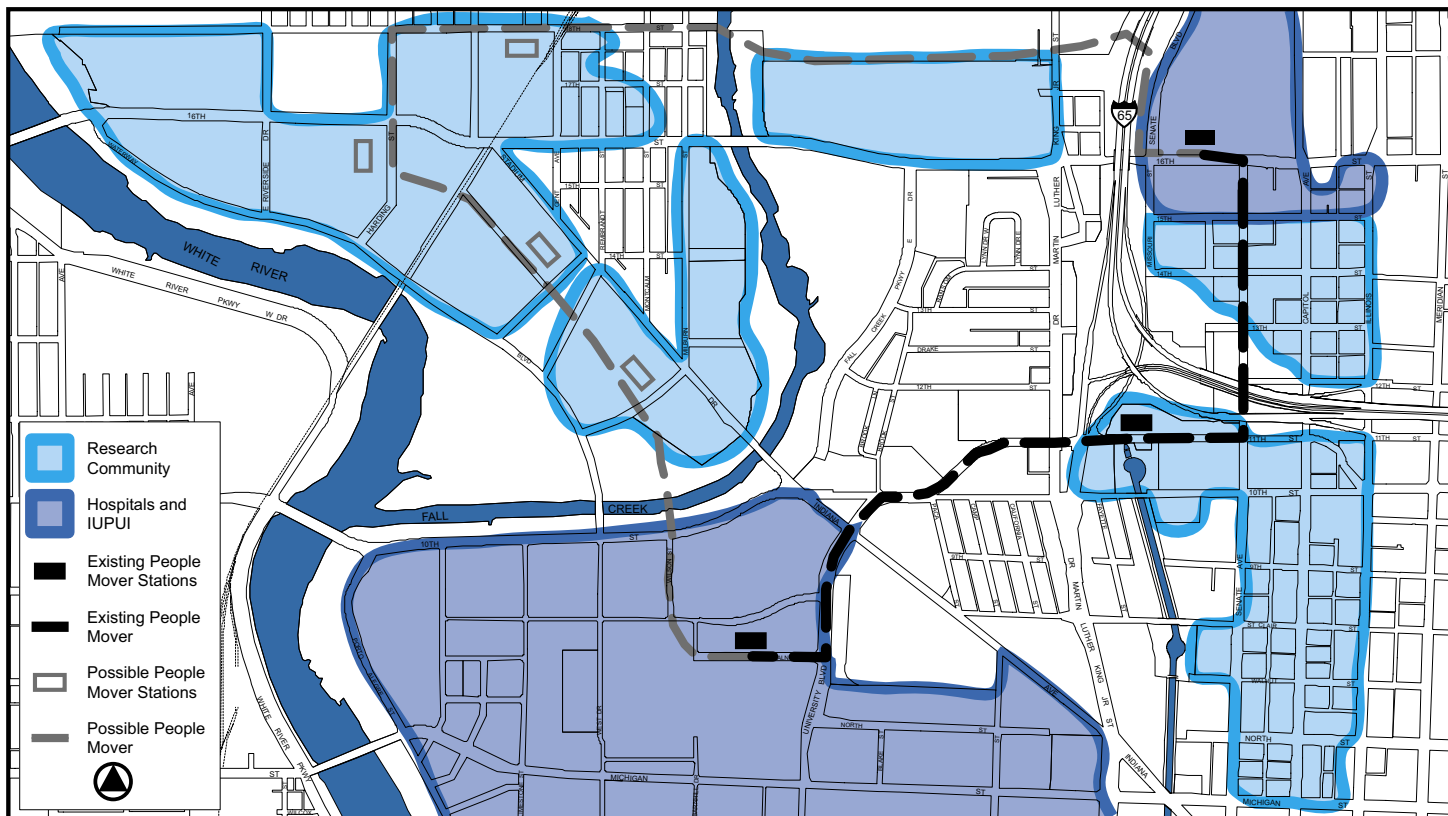
Planning Districts - Plans of Record 2003 for Regional Center Planning Districts

Planning District	Name	Critical Area (See Text)	Local Historic Area*	Master Plan	Subarea Plan*	Developed Area-Needs Infill Only	Major Development in Next 20 Years	Proposed Land Use Change	Under Study
1	Stadium Drive/Life Sciences	1			1980				
2	North Midtown Neighborhood								
3	Near North/Clarian and Central Canal Corridor	3			1990-1993				
4	Indiana Avenue - Ransom - Lockefield		1985-1998						
5	North Meridian Street Corridor				1986				
6	Old Northside Neighborhood		1979		2001				
7	Northeast Mixed-Use/Massachusetts Avenue	7							
8	St. Joseph Street Neighborhood		1991						
9	Riley Towers/Rennaisance Place								
10	Chatham-Arch Neighborhood		1982						
11	Massachusetts Avenue Arts District				2002				
12	Lockerbie Square Neighborhood		1987						
13	Cole-Noble Commercial Arts District	13							
14	City-County Complex								
15	Railroad Corridor	15							
16	Corporate Center/Anthem/Farm Bureau								
17	Fletcher Place Neighborhood		1980						
18	Eli Lilly Corporate and Research Center								
19	South Meridian Corridor								
20	Babe Denny Neighborhood				2000				
21	Kentucky Avenue Mixed-Use	21							
22	Kentucky Avenue Utilities, Industrial and Communications				2000				
23	The Valley Neighborhood				1996				
24	West Washington Street Corridor	24			1985				
25	Stringtown Neighborhood				1994				
26	IUPUI and Hospital Complex								
27	State Complex/White River State Park								
28	Convention Center Complex	28							
29	Wholesale District		1990						
30	Central Business District								
31	War Memorial Plaza/Central Library								

* Dates shown signify when plans were adopted by the Indianapolis Historic Preservation Commission or the Metropolitan Development Commission

MAP LU-1: PLANNING DISTRICTS





Framework for a Research Community, Indianapolis Northwest Quadrant. The diagram above shows the proposed development area and People Mover route for the life sciences community. See the Critical Area descriptions for Planning Districts 1 and 3.

and institutional uses supported by more than 9,000 structured parking spaces.

- The area is proposed to have an additional 1,400 new housing units.

CRITICAL AREA - PLANNING DISTRICT 7 NORTHEAST MIXED-USE/MASSACHUSETTS AVENUE

Location: Bounded by I-65/70 on the north and east, Michigan and North streets on the south and Fulton Street and College Avenue on the west.

Why Critical: The January 2003 *Development Framework* prepared for Riley Area Development Corporation identifies the portion of this area south of St. Clair Street as an important gateway

to Downtown and buffer for the Chatham-Arch neighborhood. The report recommends mixed-uses of multi-family residential, commercial, retail and park space. This is dramatically different from existing land uses. In addition, this area includes Massachusetts Avenue, which is undergoing significant commercial redevelopment. This area is the southern terminus of the Monon Trail.

Recommendations:

- Develop the area as primarily medium-density mixed-use to include primarily multi-family residential, commercial and retail uses.
- The area is proposed to have an additional 500 new housing units.

CRITICAL AREA - PLANNING DISTRICT 13 COLE-NOBLE COMMERCIAL ARTS DISTRICT

Location: Generally bounded by New York Street on the north, I-65/70 on the east, Washington Street on the south and Alabama Street on the west.

Why Critical: The November 2002 *Market Square Vicinity Implementation Plan* recommends high-density mixed-use development in the four blocks east of the City-County Building as well as an extensive business development zone between this area and the Interstate with design recommendations for new development. Pedestrian and vehicle circulation improvements are also recommended. In addition, the Market Street Interstate ramp is recommended for removal. Significant changes are expected in the area.



Recommendations:

- Develop high-density mixed-use with residential development densities of 50+ dwelling units per acre west of East Street.
- Develop core support uses east of East Street.
- The area is proposed to have an additional 1,040 new housing units.

CRITICAL AREA - PLANNING DISTRICT 15 RAILROAD CORRIDOR

Location: East-west railroad right-of-way and the north-south connection from the south located in the southern portion of the Regional Center.

Why Critical: The future of this area is uncertain. The concept of removing most of these lines, especially the elevated portions in the heart of the Downtown, is currently being studied. Another study is examining the corridors and technology that will be needed for future mass transportation. It has not been determined if this right-of-way will be important in preserving future options.

Recommendations:

- Continue to monitor ongoing studies.
- Develop detailed recommendations for the area as a part of the Regional Center implementation phase.

CRITICAL AREA - PLANNING DISTRICT 21 KENTUCKY AVENUE MIXED-USE

Location: Kentucky Avenue and South Street on the north, Missouri Street on the east, I-70 on the south and White River on the west.

Why Critical: This area is primarily an obsolete industrial area located near the fiber optic hub. Because of the ready access to fiber optics, this area has recently attracted new businesses servicing the fiber optics network(s). The close proximity of this area to the Indiana Convention Center and the RCA Dome has spurred development of a new hotel.

Recommendations:

- Because of close proximity to the Convention Center, development in this area should be at urban densities.
- Develop the area as primarily medium-density mixed-use to include primarily multi-family residential, commercial and retail uses.
- The area is proposed to have an additional 500 new housing units.

CRITICAL AREA - PLANNING DISTRICT 24 WEST WASHINGTON STREET CORRIDOR

Location: Bounded by Market Street on the north, the Indianapolis Zoo on the east, the railroad tracks on the south and Miley Street on the west.

Why Critical: This area is primarily made up of commercial and industrial uses, some of which are obsolete. The IndyGo headquarters is in the middle of the area. High-density residential development oriented to views of the river and Downtown are a good reuse for a portion of this area.

Recommendations:

- Develop high-density residential at densities of 50+ dwelling units per acre between the IndyGo headquarters and the Zoo.
- The area is proposed to have an additional 1,100 new housing units.
- Development of this area should be sensitive to the major street and rail corridors creating buffers and transitional areas between new and existing uses.

CRITICAL AREA - PLANNING DISTRICT 28 CONVENTION CENTER COMPLEX

Location: Bounded generally by Maryland Street on the north, Capitol Avenue and Illinois Street on the east, McCarty Street on the south and Missouri Street and White River on the west.

Why Critical: In recent years, this area has been devoted to the development of the Indiana Convention Center and related sports and tourism uses. This area has a significant amount of vacant land, especially south of South Street. Much of this land is owned by the Capital Improvement Board, which owns and operates the Convention Center and RCA Dome, and is currently used as event parking. In the long-term, this land will provide expansion space for the Convention Center and related uses.

Planning District 28 is strongly related to the Critical Area - Planning District 15, Railroad Corridor, that passes through the middle of it. The eventual use of both of these areas will have a strong impact on each other.

Recommendations:

- Develop the area as uses that relate to conventions and tourism.



Clarian Health Clinical Lab Consolidation Building



LAND USE PLAN

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

EXISTING LAND USE

The Existing Land Use map has been prepared to reflect conditions as of the summer of 2003. See the Proposed Land Use section below for the definition of the specific land uses shown in the chart and on the map.

The total area of the Regional Center is 4,246 acres or 6.6 square miles. Approximately 35 percent of the area is in rights-of-way, easements and water.

PROPOSED LAND USE

LAND USE DEFINITIONS

The land use recommendations included in this plan support the Regional Center projects and programs but do not necessarily reflect the primary zoning of the area.

HIGH-DENSITY MIXED-USE

This development pattern, typical of a primary Central Business District, is characterized by high floor area ratios (6:1 and above), headquarters locations and its capacity to generate a tremendous degree of activity. To meet stated housing goals, 30 percent of the development within this category should be housing. The following uses are integral components of this category:

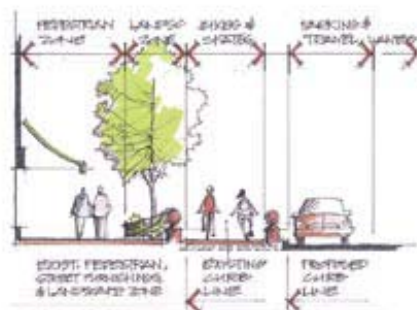
- **High-density housing** 50+ Dwelling Units Per Acre (DUA).
- **Theaters** (movie and live performance).
- **Business services and professional offices** (non-industrial) such as architectural, law, accounting, advertising, public relations and employment agencies and banking and insurance centers.
- **Restaurants and night clubs.**
- **Hotels.**
- **Membership organizations** such as chambers of commerce, bar associations, athletic associations, labor unions, alumni associations and clubs.

- **Personal services** such as barber and beauty shops, dry cleaners and shoe repair shops.
- **Public administration.**
- **Repair service** (non-automotive) such as jewelry, watch and clock repair, key duplicating, office equipment, shoe and camera repair.
- **Retail** such as department stores, apparel and accessory stores, book stores, card shops, stationery, sporting goods, toy, hobby and game stores.
- **Garage parking.**

MEDIUM-DENSITY MIXED-USE

The general character of these areas is expected to be street-level retail with office or residential above. Development densities should reflect a floor area ratio of 5:1 or less. Specifically, the following types of uses will be encouraged:

- **Medium-density housing** 16-49 DUA.
- **Theaters** (movie and live performance).
- **Business services and professional offices** (non-industrial) such as architectural, law, accounting, medical, advertising, commercial art and graphic design, interior decorators and designers, commercial photography and branch banks.
- **Restaurants and taverns.**
- **Membership organizations** (see High-Density Mixed-Use).
- **Personal services** (see High-Density Mixed-Use).



Cultural Trail Section. Source: Storow Kinsella Associates Inc.

MAP LU-2 LEGEND

	High-Density Mixed-Use	110 Acres (3%)
	Medium-Density Mixed-Use	85 Acres (2%)
	Non-Core Commercial	61 Acres (1%)
	Non-Core Office	1 Acre (0%)
	Core Support	24 Acres (1%)
	Residential 6-15 DUA	264 Acres (6%)
	Residential 16-26 DUA	37 Acres (1%)
	Residential 27-49 DUA	59 Acres (1%)
	Residential 50+ DUA	51 Acres (1%)
	Research and Technology	89 Acres (2%)
	Light Industrial	224 Acres (5%)
	Heavy Industrial	194 Acres (5%)
	Parks and Open Space	397 Acres (9%)
	Public and Semi-Public	590 Acres (14%)
	Parking	487 Acres (11%)
	Vacant Lot	93 Acres (2%)

Remaining 1480 Acres (34%) comprised of easements, rights-of-way and water.

[illegible]



LAND USE PLAN

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

- **Repair services** (non-automotive) such as jewelry, watch and clock repair, key duplicating, office equipment, shoe and camera repair.
- **Retail** to include art galleries, antique stores, apparel and accessory stores, artists' and architects' supply, book stores, camera and photographic stores, florists, bakeries, card and stationery stores, hardware stores, jewelry stores, pet shops, framing services and record, tape and compact disc stores.
- **Parking garages** and small **parking lots** designed only to support immediately adjacent businesses.

NON-CORE COMMERCIAL

Uses will generally be commercial retail and service uses that are not necessarily linked with one neighborhood and may be used by worker, visitor and resident populations. The following uses would typically be found in this category:

- **Restaurants.**
- **Hotels and motels.**
- **Personal services** such as dry-cleaning.
- **Retail** uses such as grocery and drug stores.



Block's Building, which contains 163 apartments with street-level retail, is an example of high-density mixed-use



O'Malia Food Markets, example of non-core commercial

NON-CORE OFFICE

Uses will generally be single-owner office and professional service uses that are not necessarily linked with one neighborhood and may be used by worker, visitor and resident populations. Ancillary street-level commercial may be included. The following uses would typically be found in this category:



- **Single owner offices.**
- **Organizations and professional services.**
- **Offices** in historic districts in restored buildings.

CORE SUPPORT

The businesses in this category serve primarily to support the Central Business District. This category includes the following:

- **Automotive-related** uses providing service to Downtown workers and residents.
- **Business services** such as convention decorators and exhibit construction, engraving services, printing and office supplies and equipment rental.
- **Catering.**
- **Repair services** such as computer, copier, air conditioning, electronics and laboratory instrument repair.
- **Retail** such as awning shops, office furniture stores, floor covering stores, paint, glass and wall paper stores and rubber stamp stores.

MAP LU-3 LEGEND

-  Public and Non-profit
-  Local Historic Areas
-  Critical Areas
-  Proposed Urban Paths
-  Major Streets

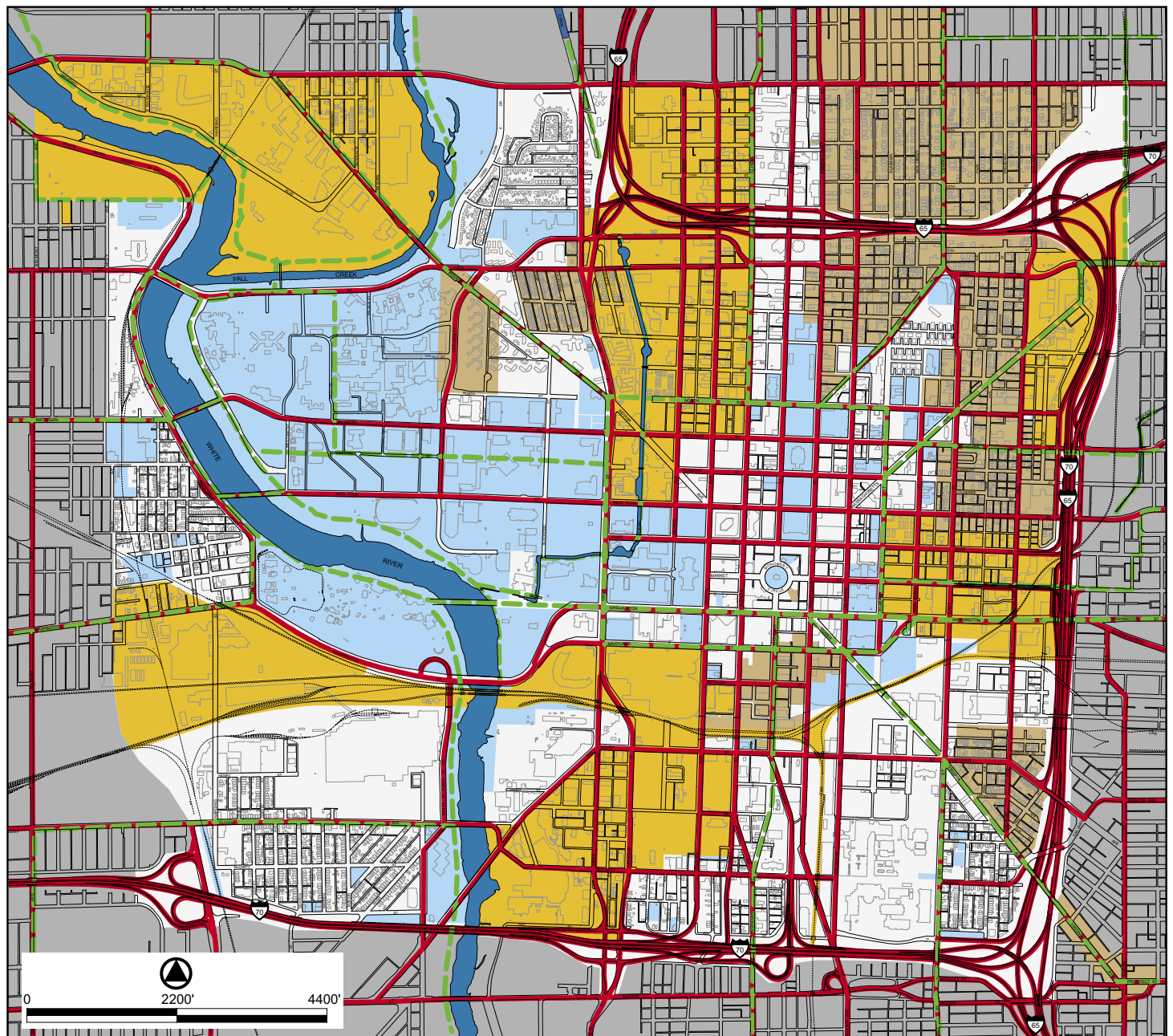
The Land Use Framework map shows elements of the Regional Center that relate directly to land use recommendations.

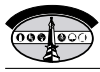
The Land Use Framework focuses on improved access and linkages. The arterial streets, Interstate highways, greenways and other circulation systems provide access and link Planning Districts. The urban paths shown are proposed pedestrian and bicycle corridors that will link to nearby neighborhoods and districts. The Metropolitan Planning Organization pedestrian master plan is currently being prepared and will refine these recommendations.

In the areas that are locally designated as historic preservation districts, all improvements and maintenance must conform to the historic preservation plan for their area and receive a "Certificate of Appropriateness." The map also shows land that is public and semi-public (see Land Use Definitions).

Also see the Linkages map (page 57) in the Placemaking section of this report.

MAP LU-3: LAND USE FRAMEWORK





LAND USE PLAN

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

RESIDENTIAL

50+ Dwelling Units per Acre

High- and mid-rise apartments that typically would include garage parking and other on-site amenities. Canal or street-level retail sales and services such as restaurants, nightclubs, gift shops, florists and bookstores should be a component of this category.

27-49 Dwelling Units per Acre

Low-rise (usually under four stories) apartments. Canal or street-level development as described in "50+ DUA" category is also appropriate.

16-26 Dwelling Units per Acre

Garden apartments and townhouses.

6-15 Dwelling Units per Acre

Single-family, two-family and townhouses.



Canal Square, example of high-density residential

RESEARCH AND TECHNOLOGY

This use category primarily includes research and production of high technology or medical related goods in a campus-like setting. Uses typically will be thematically linked with a University or adjacent business. Supporting uses such as personal services and restaurants will contribute to the vitality of these areas. The following types of uses will be encouraged:

- **Research and development facilities.**
- **Testing and evaluation facilities.**
- **Offices** incidental to research or production.
- **Education resource center.**

- **Assembly** of high technology products.
- **Conference center.**

RESEARCH COMMUNITY MIXED-USE

This use category primarily includes research and production of high technology or medical related goods in an urban mixed-use community setting. Uses typically will be thematically linked with a University or adjacent business. Supporting uses such as commercial, retail and residential development will contribute to the vitality of these areas. Street-level pedestrian-oriented uses are encouraged. The following types of uses will be encouraged:

- **Research and development facilities.**
- **Testing and evaluation facilities.**
- **Offices** incidental to research or production.
- **Education resource center.**
- **Assembly** of high technology products.
- **Conference center.**
- **Mixed-use development.**
- **Residential 50+ DUA.**
- **Parks, trails and open space.**

LIGHT INDUSTRIAL

Uses typically serve as a buffer zone between heavy industrial uses and residential and business districts. Typical uses in this category include the following:

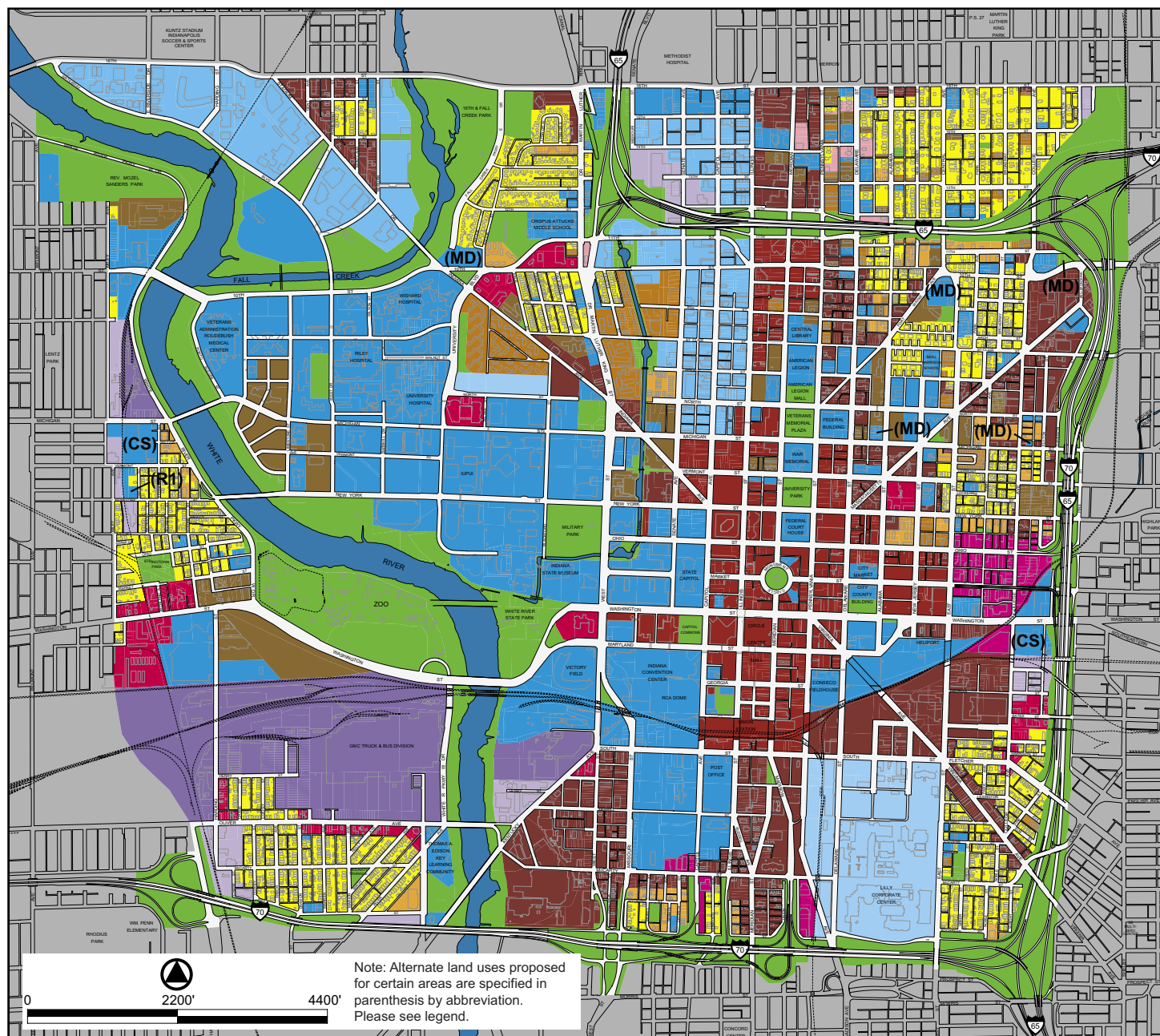
- **Jewelry manufacturing and engraving.**
- **Warehousing.**
- **Construction companies.**
- **Upholstering.**
- **Paper box and paper products manufacturing** from finished paper.
- **Manufacturing of optical goods.**

MAP LU-4 LEGEND

	High-Density Mixed-Use (HD)	171 Acres	(4%)
	Medium-Density Mixed-Use (MD)	319 Acres	(8%)
	Non-Core Commercial (NCC)	65 Acres	(2%)
	Non-Core Office (NCO)	8 Acres	(0%)
	Core Support (CS)	36 Acres	(1%)
	Residential 6-15 DUA (R1)	319 Acres	(8%)
	Residential 16-26 DUA (R2)	46 Acres	(1%)
	Residential 27-49 DUA (R3)	65 Acres	(2%)
	Residential 50+ DUA (R4)	119 Acres	(3%)
	Research and Technology (RT)	111 Acres	(3%)
	Research Community Mixed-Use (RC)	194 Acres	(5%)
	Light Industrial (LI)	52 Acres	(1%)
	Heavy Industrial (HI)	216 Acres	(5%)
	Parks and Open Space (POS)	671 Acres	(16%)
	Public and Semi-Public (PSP)	704 Acres	(17%)

Remaining 1150 Acres (27%) comprised of easements, rights-of-way and water.

MAP LU-4: PROPOSED LAND USE



HEAVY INDUSTRIAL

Typical uses in this category include the following:

- Motor truck terminals.
- Coke ovens.
- Cement, lime and gypsum manufacturing.
- Scrap metal reprocessing.
- Auto and truck components manufacturing.
- Raw material processing..

PARKS AND OPEN SPACE

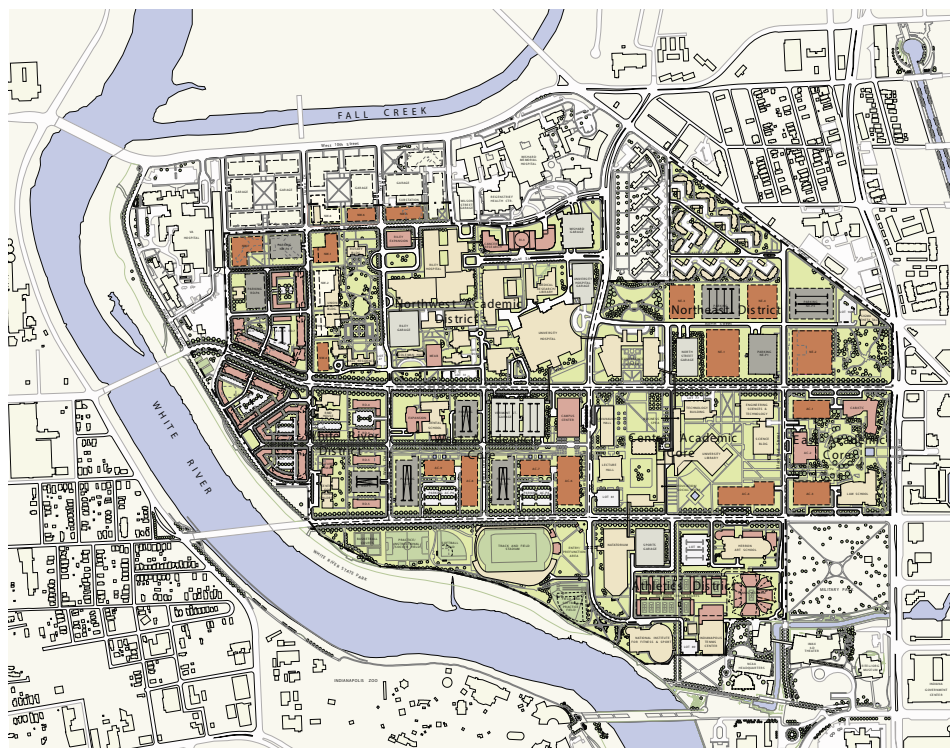
There are five primary categories within the Parks and Open Space land use designation:

- Building related spaces.
- Civic open spaces.
- Neighborhood parks.
- White River State Park.
- Corridors.

PUBLIC AND SEMI-PUBLIC

This land use category primarily includes publicly-owned and institutional properties. Because many of these uses support other nearby uses, they may be located in areas with different land use designations:

- Places of worship.
- Schools.
- City, county, state and federal facilities.
- Public utilities.
- Theaters (non-profit live performance).
- Nursing homes.
- Hospitals.
- Union halls.
- Fraternities, sororities and lodges.
- Sports and convention centers.
- Libraries.
- Community centers.



Indiana University-Purdue University Indianapolis Campus Planning Framework

REFERENCES

Also see sections of the report on housing (page 18), transportation (page 41) and parks and recreation (page 60) for additional information related to the Proposed Land Use Plan.



PROJECTS AND PROGRAMS

The following tables detail specific projects and programs recommended to achieve the 25 goals and associated objectives discussed previously in this document. Goals are listed by the corresponding “people-use” section and do not necessarily imply a rank, priority or other order.

Where a project or program is closely related to recommendations elsewhere in the report, the “also relates to” column identifies in which section the related material may be found.

In the Committee phase of the plan development, Committee members were provided an opportunity to indicate what they felt were priority projects or programs through a weighted voting system. While the voting was not scientific and therefore may not reflect the opinions of all those who participated in the Committee process, results do provide

some relative indication as to which projects and programs are viewed as being more of a priority than others. The number of votes indicated for each project or program is the sum of votes received for that project or program from all six “people-use” Committees. Objectives and projects and programs are listed under each goal by the number of votes received.

Goals are listed with the “people-use” Committee that they relate to and ranked from highest to lowest based on the total of the votes the related objectives received. Similarly the objectives are listed by goal and ranked on the total of the votes the related projects and programs received.

For additional context information about any of the projects or programs refer to the associated “people-use” section of this report.

ENJOYING DOWNTOWN PROJECTS AND PROGRAMS

Goal I	Arts		
Enjoying	Ensure that development of arts and culture remains a major initiative in the Regional Center.		
		ALSO RELATES TO	TOTAL VOTES
Objective 1.1	ARTS AND CULTURE VENUES: Continue to support and develop arts and cultural venues and districts in the Regional Center not only to make the area attractive to visitors, residents and workers, but also to encourage economic development.		129
<input type="checkbox"/>	1. PERFORMING ARTS CENTER: Investigate the concept of constructing a performing arts center in the Downtown.	Learning, Living, Placemaking, Working	48
<input type="checkbox"/>	2. PUBLIC ART: Promote public art that celebrates the diverse heritage of Indianapolis. Develop a cultural resource that identifies, traces and maps the history of ethnic settlement.	Living, Enjoying, Learning	28
<input type="checkbox"/>	3. ARTISTS: As a part of Regional Center Cultural District development, investigate programs that will allow artists to live, work and display their talents in the Downtown in a concentrated area.	Learning, Living, Placemaking, Working	20
<input type="checkbox"/>	4. ART GALLERIES: Investigate ways of strengthening existing art galleries or providing more galleries in the Downtown that would add to the variety of offerings, but not detract from existing galleries.	Learning, Living, Placemaking, Working	13
<input type="checkbox"/>	5. ARTS AND CULTURE INCUBATOR: Investigate the desirability of developing an incubator-type facility that will help to foster new artists.	Placemaking, Enjoying, Working	12
<input type="checkbox"/>	6. NEW MUSEUMS: Study the feasibility of adding new museums to the Downtown and study where they might be located so that they would add to the variety of Downtown cultural offerings, but not detract from existing facilities.	Learning, Living, Placemaking, Working	8
<input type="checkbox"/>	7. AFFORDABILITY: Identify funding sources to provide admission to Regional Center arts and cultural venues for school children.	Enjoying, Working	0
Objective 1.2	MARKETING: Market Regional Center arts and cultural facilities and events.		94
<input type="checkbox"/>	1. ARTS AND CULTURAL ACTIVITIES: Seek funds for marketing that effectively utilize cross-marketing, earned media, promotion, collaboration, guidebooks, directories and other communication tools to attract people from central Indiana and visitors to the Regional Center to support art and cultural venues.	Living, Placemaking, Working	63
<input type="checkbox"/>	2. AUDIENCE DEVELOPMENT: Develop methods of increasing audiences at existing facilities in the Regional Center.	Living, Placemaking, Working	18
<input type="checkbox"/>	3. PACKAGE PRICING: Investigate the concept of package pricing for many of the Downtown arts and cultural venues.	Living, Placemaking, Working	13



PROJECTS AND PROGRAMS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

Goal 2 Tourism, Conventions, Convention Facilities and Hotels			
Enjoying	Continue to make the necessary improvements in the Regional Center that enhance the Downtown's ability to attract visitors and other users.		
		ALSO RELATES TO	TOTAL VOTES
Objective 2.1	CONVENTIONS: Expand and develop the Indianapolis convention capacity and convention related services to (1) meet the needs of convention goers, (2) provide convention goers with a positive experience, (3) increase the city's competitive edge in the nation, (4) create a compact critical mass of facilities and (5) provide for economic growth of the region.		104
<input type="checkbox"/>	1. CONVENTION GROWTH: Develop a long-term plan for convention facility growth including hotel, skywalk and parking needs.	Placemaking	51
<input type="checkbox"/>	2. STRATEGIC TARGETING OF CONVENTION EVENTS: Work with the Indianapolis Convention & Visitors Association (ICVA) to target and attract conventions that spotlight Indianapolis based businesses and initiatives and provide for the economic growth of the region.	Placemaking	43
<input type="checkbox"/>	3. HEADQUARTERS HOTEL: Conduct a study to determine the amount of hotel expansion necessary to support growth in conventions.	Placemaking	10
<input type="checkbox"/>	4. EVENT COORDINATION: Continue the type of event coordination provided by the Events Advisory Board.	Moving	0
Objective 2.2	MARKETING: Market Regional Center tourism, convention, hotel and convention facilities.		55
<input type="checkbox"/>	1. CONVENTION, TOURISM AND BUSINESS TRAVEL: Seek funds for marketing that effectively utilize cross-marketing, earned media, promotion, collaboration and other communication tools to attract conventioners, tourists and business travelers to the Regional Center.	Placemaking	45
<input type="checkbox"/>	2. COOPERATIVE MARKETING: Investigate the increased use of cooperative marketing for many of the Downtown entertainment venues.	Living	10
Objective 2.3	MAINTENANCE AND IMAGE: Maintain the image of the Regional Center as being very clean with well maintained landscape areas.		29
<input type="checkbox"/>	1. MAINTENANCE: Continue to coordinate both short- and long-term maintenance of plant materials so that they are handled in a comprehensive manner.	Living, Placemaking	18
<input type="checkbox"/>	2. TRASH RECEPTACLES: Identify locations for additional trash receptacles and make them works of art. Place additional trash receptacles in locations along the waterways where trash tends to accumulate.		11
Objective 2.4	ENTERTAINMENT: Increase the types of entertainment and leisure activities necessary to attract more people and a wide variety of users to the Downtown.		23
<input type="checkbox"/>	1. VENUES: Continue to survey existing and potential users of Downtown entertainment venues to determine if needs are being met. To identify excess capacity, determine the extent to which existing facilities are programmed.	Living	18
<input type="checkbox"/>	2. INCREASED OFFERINGS: Make recommendations that take into account existing facilities and are aimed at increasing the entertainment programming and offerings.	Living	5
<input type="checkbox"/>	3. OPERATING HOURS: Document operating hours of existing Downtown entertainment venues and determine if they meet the needs of users. If they do not, make recommendations regarding extension of hours.	Living	0

Goal 3 Recreation		
Enjoying	Ensure that there are a broad range of recreational opportunities in the Regional Center to meet the needs of a diverse customer base.	
	ALSO RELATES TO	TOTAL VOTES
Objective 3.1	RECREATION VARIETY: Promote a broad range of recreational activities and facilities in the area for people of all abilities and ages in order to offer opportunities to visitors, residents and workers in Downtown.	114
<input type="checkbox"/>	1. CANAL ATTRACTIONS: As a part of the historic Central Canal/White River State Park Cultural District, develop a program to provide more attractions at the Canal level such as restaurants, public art or cultural venues, but ensure that the Canal maintains some pockets of quiet escape from Downtown, such as the garden area at the Vermont Street bridge.	Living, Placemaking, Working 56
<input type="checkbox"/>	2. CANAL EVENTS: As the Historic Central Canal/White River State Park Cultural District is developed, include the programming of more events on the Canal to attract more visitors to the area and display local talent.	Living, Placemaking, Working 31
<input type="checkbox"/>	3. AFFORDABILITY: Encourage a full price range of events in the Regional Center including reasonably priced or free events for families.	Enjoying 12
<input type="checkbox"/>	4. INCREASED OFFERINGS: Make recommendations that take into account existing facilities and are aimed at increasing the recreation programming and offerings.	8
<input type="checkbox"/>	5. VENUES: Continue to survey existing and potential users of Downtown passive and active recreation facilities to determine if needs are being met. To identify excess capacity, determine the extent to which existing facilities are programmed.	Living, Placemaking, Working 5
<input type="checkbox"/>	6. SUPPORT: Investigate the need for additional parking, restrooms and food venues to support Downtown recreation venues.	Living, Placemaking, Working 3
Objective 3.2	MARKETING: Market Regional Center recreational facilities.	13
<input type="checkbox"/>	RECREATIONAL ATTRACTIONS: Seek funds for marketing that effectively utilize cross-marketing, earned media, promotion, collaboration and other communication tools to attract people from central Indiana and visitors to the Regional Center.	Placemaking, Working 13
Goal 4 Shopping and Dining		
Enjoying	Ensure that the development of shopping and dining opportunities remains a vital part of growth in the Regional Center.	
	ALSO RELATES TO	TOTAL VOTES
Objective 4.1	UNIQUE SHOPPING AND DINING: Continue to develop and support new and unique shopping and restaurant opportunities in the Regional Center so that the Downtown is attractive and meets the needs of visitors, residents and workers.	77
<input type="checkbox"/>	1. CITY MARKET: Support the City Market as an important public asset in the city's history, culture and economy. In addition, support efforts to develop a premier culinary arts school and experience at the Market.	Living, Placemaking, Working 36
<input type="checkbox"/>	2. UNIQUENESS: Investigate ways of providing more unique, one-of-a kind restaurants and shops in the Downtown.	Living, Placemaking, Working 23
<input type="checkbox"/>	3. LATE NIGHT: Investigate the feasibility of providing more late night food and entertainment in the Downtown.	Living, Placemaking, Working 18
Objective 4.2	MARKETING: Market Regional Center shopping and dining facilities.	10
<input type="checkbox"/>	SHOPPING AND DINING ATTRACTIONS: Seek funds for marketing that effectively utilize cross-marketing, earned media, promotion, collaboration and other communication tools to attract people from central Indiana and visitors to the Regional Center.	Placemaking 10



PROJECTS AND PROGRAMS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

Goal 5 Sports			
Enjoying	Ensure that sports remain a major priority in the development of the Regional Center.		
		ALSO RELATES TO	TOTAL VOTES
Objective 5.1	SPORTS VENUES: Continue to support a range of spectator sports in the Regional Center, so that the city remains competitive.		39
<input type="checkbox"/>	1. SPORTS VENUE MAINTENANCE: Develop ongoing funding for maintenance and improvements to existing sports venues.	Placemaking	31
<input type="checkbox"/>	2. VENUES: Continue to survey existing and potential users of Downtown sports venues to determine if needs are being met. To identify excess capacity, determine the extent to which existing facilities are programmed.	Placemaking	5
<input type="checkbox"/>	3. INCREASED OFFERINGS: Make recommendations that take into account existing facilities and are aimed at increasing the sports programming and offerings.	Placemaking	3
Objective 5.2	MARKETING: Market Regional Center sports facilities.		10
<input type="checkbox"/>	SPORTS ATTRACTIONS: Seek funds for marketing that effectively utilize cross-marketing, earned media, promotion, collaboration and other communication tools to attract people from central Indiana and visitors to the Regional Center.	Placemaking	10



LIVING DOWNTOWN PROJECTS AND PROGRAMS

Goal 6 Housing			
Living	Create an environment that will encourage the development of a range of housing types and affordabilities, that are high-quality and that are at densities and character appropriate to the areas in which they are placed.		
		ALSO RELATES TO	TOTAL VOTES
Objective 6.1	NEW HOUSING: Develop and maintain a full price range of housing that includes high-density new housing in the Downtown core, infill housing and restored and rehabilitated housing in existing neighborhoods. Provide strong support to community development corporations (CDCs) and other neighborhood-based organizations and provide support for new housing, housing-related uses in new residential districts and the conversion of available non-residential buildings to housing so that by 2020 the Regional Center population is 40,000. An additional 12,000 units should be constructed in the Regional Center over the next 20 years in new developments and adaptively reused available non-residential buildings and should consist of 4,400 market rate owner units (averaging 220 units per year), 2,000 market rate rental units (100 units per year), 1,600 affordable units (80 units per year) and 4,000 University student housing units on or near the IUPUI campus (200 units per year). This housing should encourage accessibility and visitability.		373
<input type="checkbox"/>	1. MIXED-USE DEVELOPMENT: In existing or new redevelopment areas - including the future life sciences areas of Stadium Drive and Illinois/Capitol/Senate, underutilized industrial areas northeast and southwest of Downtown and other underutilized areas at the fringes of Downtown and established neighborhoods - promote several mixed-use projects by 2020.	Placemaking	140
<input type="checkbox"/>	2. DEVELOPMENT ASSISTANCE: In an expeditious and timely manner, develop a defined City policy to enhance Downtown housing development including initiating a study to identify the types of government assistance, including supporting efforts to broaden the property tax base in Center Township to reduce the present burdens on home owners and property owners, that should be made available to developers and investors to increase the pace of housing construction Downtown.	Placemaking	82
<input type="checkbox"/>	3. AFFORDABLE HOUSING: Provide for affordable housing in the Regional Center (low-density housing being in the neighborhoods and high-density housing being primarily at the edges of established low-density areas) and provide for increased levels of housing rehabilitation and construction in adjacent neighborhoods by increasing assistance to CDCs, Indianapolis Neighborhood Housing Partnership (INHP) and other affordable housing providers.	Placemaking	66
<input type="checkbox"/>	4. ADVOCACY: Establish a collaborative effort among Downtown stakeholders to campaign for Downtown housing.		27
<input type="checkbox"/>	5. HIGH-RISE HOUSING: Support construction of a high-rise tower or towers in or at the edge of the Downtown core as a new residential landmark.	Enjoying, Placemaking	27

<input type="checkbox"/> 6. DEVELOPMENT CODES: Review City codes to identify additional opportunities to expedite Downtown development.	Placemaking	16
<input type="checkbox"/> 7. CAMPUS HOUSING: Construct IUPUI dormitory housing at the west and east ends of IUPUI's campus and housing available to students in the future life sciences areas.	Working	10
<input type="checkbox"/> 8. PUBLICITY: Continue to prepare and increase publicity of Downtown development information for prospective investors and developers.		5

Goal 7	Nearby Neighborhoods and Neighborhood Services
Living	Protect and reinforce area neighborhoods as vital elements of the center City.

	ALSO RELATES TO	TOTAL VOTES
Objective 7.1		281
EXISTING NEIGHBORHOODS: Improve and expand existing neighborhoods through: compatible new housing; a range of housing types including affordable housing and family-oriented housing; improved and expanded neighborhood services including retail; and appropriate changes to the land use pattern and existing zoning to improve neighborhood conditions. Expand potential housing sites in neighborhoods and make infrastructure and environmental improvements. Efforts should include fostering racial and economic diversity and minimizing displacement of existing residents.		
<input type="checkbox"/> 1. RETAIL STUDIES: Conduct neighborhood-oriented retail studies and other economic development studies directed toward supporting and providing incentives to small businesses and identifying other community assets that need assistance to help support successful overall neighborhood improvements.	Enjoying	84
<input type="checkbox"/> 2. NEIGHBORHOOD REDEVELOPMENT: Working with area neighborhoods, assess, select and implement one or two neighborhood or CDC supported Redevelopment Plans per year over the next five years in the Regional Center or adjacent neighborhoods through the following such actions as appropriate: selective eminent domain; concentrated code enforcement; site preparation; infrastructure improvements; rehab assistance to home owners; interest subsidies, cost write-downs, tax abatement and other assistance to property owners, developers and buyers; and tax increment financing.	Placemaking	71
<input type="checkbox"/> 3. ECONOMIC DEVELOPMENT: Undertake more economic development projects and programs including those that assist local retail, start-up businesses and neighborhood employers.	Placemaking	50
<input type="checkbox"/> 4. COMMUNITY DEVELOPMENT CORPORATION SUPPORT: Increase funding and support to CDCs and neighborhood organizations by foundations, institutions and area employers including loaning key employees to assist in special projects and studies and assisting CDCs in developing funding sources from additional foundations.	Placemaking	49
<input type="checkbox"/> 5. ZONING: Develop a Regional Center Zoning Plan that reflects and reinforces the Regional Center Land Use Plan and that supports the desire of achieving an additional 12,000 housing units in the Regional Center over the next 20 years.	Placemaking	22
<input type="checkbox"/> 6. NEIGHBORHOOD PLANS: Select areas for neighborhood plans according to a needs analysis process in conjunction with neighborhood associations, CDCs and Indianapolis Downtown, Inc. (IDI).		5
<input type="checkbox"/> 7. PUBLICITY: Continue to prepare and increase publicity of periodicals, listings, brochures and maps of CDCs, neighborhood associations, residential properties and special projects and programs in the Regional Center and adjacent neighborhoods.	Enjoying	0



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Goal 8 Human Services and Health and Wellness		
Living Ensure that the Regional Center continues to be an area where human services can be provided to the community and that this is accomplished in an efficient and effective manner.		
	ALSO RELATES TO	TOTAL VOTES
Objective 8.1 HUMAN SERVICES: Develop a plan for supporting and locating social and public facilities in the Regional Center. Jails, fire stations, homeless shelters, missions, etc. are needed in the Regional Center, but often conflict with nearby businesses and homes.		54
<input type="checkbox"/> 1. HUMAN SERVICES COORDINATION: Review agency and City procedures to identify means for obtaining input from neighborhoods and other affected parties prior to new human service facility projects or programs moving forward.	Placemaking	33
<input type="checkbox"/> 2. ZONING: Review zoning ordinances to determine if Special Use zoning categories and development standards are needed for human service facilities that could potentially conflict with nearby businesses and homes.	Placemaking	16
<input type="checkbox"/> 3. JUDICIAL CENTER: Investigate the potential for a City-County judicial center.	Placemaking	5
Objective 8.2 HOMELESSNESS: Support comprehensive programs and projects to combat homelessness.		49
<input type="checkbox"/> HOMELESSNESS: Support the Indianapolis Housing Task Force's <i>Blueprint to End Homelessness</i> efforts, including throughout the County so that homeless issues do not fall disproportionately upon Center Township and the Regional Center.		49
Objective 8.3 DEPENDENT CARE: Expand the supply and availability of dependent care (childcare and elder care) in the Regional Center to complement existing facilities and programs.		28
<input type="checkbox"/> 1. FACILITIES: Encourage development of new or additional childcare facilities Downtown.	Living, Working	22
<input type="checkbox"/> 2. BARRIERS: Check codes and research if legal issues or market barriers exist that inhibit providing childcare to Downtown workers.	Working	6
Objective 8.4 COMMUNITY SERVICES: Support increased funding for community facilities and services.		16
<input type="checkbox"/> COMMUNITY NEEDS STUDIES: Improve facilities and services for area residents.		16



WORKING DOWNTOWN PROJECTS AND PROGRAMS

Goal 9.a Health and Life Sciences		
Working Attract employment in the life sciences.		
	ALSO RELATES TO	TOTAL VOTES
Objective 9.1 BIOMEDICAL AND LIFE SCIENCES: Support IU School of Medicine's efforts to become one of the top 10 medical schools nationally and one of the top two medical schools in the Big 10.		221
<input type="checkbox"/> 1. STADIUM DRIVE RESEARCH COMMUNITY: Support development of research and industrial facilities in the Stadium Drive area.	Working, Moving	119
<input type="checkbox"/> 2. CANAL RESEARCH FACILITIES: Build on the recent commitment to expand research facilities on the historic Central Canal.	Working, Moving	102
Objective 9.2 PREPARATION: Implement the formation of capital and site preparation.		70
<input type="checkbox"/> 1. INVESTMENT PARTNERSHIP: Coordinate a committee of venture capitalists, financial institutions, government and foundations to provide start-up, incentives and capital formation to attract and retain top researchers and entrepreneurs for investment in Downtown.		60
<input type="checkbox"/> 2. LAND ASSEMBLY: Lead a public-private consortium to identify a potential sites for new development and to construct speculative buildings to house new businesses.		10
Objective 9.3 INCUBATORS: Promote business incubators and joint ventures to encourage the creation of new businesses in the life sciences.		29
<input type="checkbox"/> BUSINESS RESOURCES: Create a tool kit that will further business innovation.		29



Goal 9.b Health and Life Sciences			
Working	Focus on education's role in relation to new initiatives.		
		ALSO RELATES TO	TOTAL VOTES
Objective 9.4	COOPERATION: Foster cooperation between higher education institutions, non-profit organizations and the business community		33
	<input type="checkbox"/> WORKFORCE EDUCATION AND TRAINING: Focus efforts on education, occupational training and grant writing.		33
Objective 9.5	PATENT INCENTIVES: Create economic incentives for university faculty to develop businesses and patents.		17
	<input type="checkbox"/> GRANT: Seek grants to obtain patent incentives for university faculty.	Learning	17
Objective 9.6	LIFELONG LEARNING: Develop an urban model of lifelong learning.		6
	<input type="checkbox"/> 1. LEARNING MODEL: Convene a consortium of higher educational, technical and vocational institutions and for-profit training providers to develop a lifelong learning model.	Learning	2
	<input type="checkbox"/> 2. SUPPLIERS: Keep suppliers focused on target audiences.	Learning	2
	<input type="checkbox"/> 3. CHART PROGRESS: Track strata of need and ensure that proper level of support per strata of need exists through aligning funding sources with needs.	Learning	2
Objective 9.7	DEVELOPMENT PLANS: Ensure that institutions of higher education have the resources available to meet the needs of emerging businesses.		4
	<input type="checkbox"/> CAPITAL: Encourage higher educational, technical and vocational institutions to monitor capital projects in order to better meet future employment needs.	Learning	4
Goal 10.a Jobs and Workforce Development			
Working	Promote workforce development as a key to economic development.		
		ALSO RELATES TO	TOTAL VOTES
Objective 10.1	PARTNERSHIPS: Build a strong working partnership of those involved in economic development, workforce development and education, particularly technical training and education.		46
	<input type="checkbox"/> BUSINESS ATTRACTION AND RETENTION: Develop workforce training programs targeted to attract appropriate businesses to Indianapolis as well as assist companies in their expansion efforts.		46
Objective 10.2	DEVELOPMENT: Provide assistance to commercial developers and realtors promoting developments that will bring new jobs to the Downtown.		12
	<input type="checkbox"/> CONSTRUCTION: Rehabilitate vacant buildings and construct new buildings and facilities in response to market demand.	Placemaking	12
Goal 10.b Jobs and Workforce Development			
Working	Develop programs to eliminate language and cultural diversity as impediments to employment.		
		ALSO RELATES TO	TOTAL VOTES
Objective 10.3	LIFE SCIENCES: Prepare for employment in the life science industry.		21
	<input type="checkbox"/> LANGUAGE: Increase second language education to help expand the labor force for employment in the life science industry.	Learning	21
Objective 10.4	JOB CONNECTIONS: Support the connection between education and jobs.		14
	<input type="checkbox"/> HUMAN SERVICES: Reinforce human services where needed.	Living	14
Objective 10.5	LANGUAGE: Recognize the relationship of language, educational progress and employment issues.		4
	<input type="checkbox"/> LANGUAGE: Develop programs that take into account language and cultural differences of potential employees and are aimed at increasing educational skills and lifelong learning as a preparation for employment.	Learning	4



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Goal 10.c	Jobs and Workforce Development
Working	Increase the awareness of workforce characteristics and present the information to employers.

	ALSO RELATES TO	TOTAL VOTES
Objective 10.6	LINKAGES: Link the qualified workforce to employment.	8
<input type="checkbox"/>	EMPLOYMENT: Promote creative employment programs that link the workforce by bringing together employment organizations, foundations and employers.	8
Objective 10.7	EMPLOYER NEEDS: Assess current and future employer needs for employee education and training.	6
<input type="checkbox"/>	1. TRAINING NEEDS: Document the gap between need and workforce education and training and provide this information to employment organizations.	4
<input type="checkbox"/>	2. TRAINING PLAN: Develop a training plan with benchmarks at three-year increments and a 20-year vision.	2
Objective 10.8	EMPLOYERS: Support employment programs.	2
<input type="checkbox"/>	TRAINING NEEDS: Increase funding for programs that support the specific and emerging needs of the city's development initiatives.	2
Objective 10.9	TRAINING: Communicate employee training opportunities to employers.	2
<input type="checkbox"/>	TRAINING AWARENESS: Create a process for keeping employers aware of training for new and existing employees.	2

Goal 10.d	Jobs and Workforce Development
Working	Improve the education level of all current and future participants in the workforce.

	ALSO RELATES TO	TOTAL VOTES
Objective 10.10	COMPETITION: Successfully compete for jobs in the market place by improving education.	12
<input type="checkbox"/>	UNDER-EDUCATED: Strengthen the instruction of the under-educated workforce, with or without a high school diploma.	Learning 12
Objective 10.11	EMPLOYMENT THRESHOLD: Focus on lowering the number of people at or below the employment threshold.	4
<input type="checkbox"/>	TRAINING AND EDUCATION: Study and recommend changes to the combination of training, remedial education and higher education available to the portion of the workforce at or below the employment threshold.	Learning 4

Goal 11	Office and Headquarters Development
Working	Attract and retain corporate headquarters and Fortune 500 companies.

	ALSO RELATES TO	TOTAL VOTES
Objective 11.1	CORE EMPLOYMENT: Retain and expand core employment of the Regional Center.	25
<input type="checkbox"/>	1. FIRE EMPLOYMENT: Focus the missions of economic development organizations on maintaining finance, insurance and real estate (FIRE) as core employment in the Regional Center.	17
<input type="checkbox"/>	2. GOVERNMENT EMPLOYMENT: Secure commitments from the State of Indiana and the City of Indianapolis to retain the Regional Center as a basis for operations.	8
Objective 11.2	PROFESSIONAL SERVICES: Recognize and assess the need for professional services as an important business attraction and retention factor.	21
<input type="checkbox"/>	PROFESSIONAL SERVICES: Commence or reference a study of the existing conditions and future needs for professional services.	21

Goal 12.a Government and Institutions		
Working	Develop and support government programs that sensitively complement businesses and provide a clean and safe environment for business enterprises.	
	ALSO RELATES TO	TOTAL VOTES
Objective 12.1	PARTNERSHIPS: Build a strong working partnership of those involved in economic development, workforce development and education.	31
<input type="checkbox"/>	1. ATTRACTION AND RETENTION: Develop a program to foster cooperative programs between government, education and private developers to attract appropriate businesses to Indianapolis and assist companies with their expansion efforts.	21
<input type="checkbox"/>	2. WEBSITE: Heavily promote the economic development information on the City of Indianapolis' website.	10

Goal 12.b Government and Institutions		
Working	Enhance the federal, state and local government role in supporting new initiatives.	
	ALSO RELATES TO	TOTAL VOTES
Objective 12.2	INCUBATORS: Promote incubators and joint ventures with IUPUI.	12
<input type="checkbox"/>	LINKAGES: Provide practical formats and templates for linking higher education faculty and students with businesses and venture capitalists to enhance the ability of people with need for service and skills in finding the right fit within the higher education setting.	12
	Learning	



LEARNING DOWNTOWN PROJECTS AND PROGRAMS

Goal 13 K-12 Education		
Learning	Support a comprehensive, quality K-12 educational system for the Regional Center.	
	ALSO RELATES TO	TOTAL VOTES
Objective 13.1	IPS INITIATIVES: Support the efforts of IPS to publicize the diversity and quality of programs and facilities serving the Regional Center.	168
<input type="checkbox"/>	1. INDIANAPOLIS PUBLIC SCHOOLS: Develop a campaign to promote the assets of IPS.	Working, Living 67
<input type="checkbox"/>	2. PUBLIC EDUCATION INVOLVEMENT: Continue to involve parents, teachers and the community-at-large to promote excellence in public education.	Living, Working 39
<input type="checkbox"/>	3. PUBLIC EDUCATION PARTNERSHIPS: Enhance communication among and linkages between Regional Center employers and educational institutions.	Working 28
<input type="checkbox"/>	4. PROGRAMS: Support IPS programs such as small high school initiatives, GRADES and other significant programs that encourage educational excellence.	Living, Working 17
<input type="checkbox"/>	5. JOINT PROGRAMMING: Consider increased IPS, township and suburban district joint ventures such as joint field trips, etc.	Living 11
<input type="checkbox"/>	6. TECHNOLOGY: Investigate the development of a website linking IPS facilities within the Regional Center to other Regional Center resources.	Working 6
Objective 13.2	IPS FUND RAISING AND NEW FACILITIES: Pursue an additional \$600 million (approximately) to meet IPS facilities needs and consider possible effects of certain property tax incentive programs.	95
<input type="checkbox"/>	1. INDIANAPOLIS PUBLIC SCHOOLS FACILITIES: Support the IPS Facility Task Force to obtain funds necessary for IPS to achieve facility and programmatic goals - short-, medium- and long-range.	Placemaking 67
<input type="checkbox"/>	2. NEW SCHOOLS: Encourage development of schools located within and serving the Regional Center consistent with the desegregation ruling. The new school proposed in Mozel Sanders Park #63 is an example.	Living 28



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Objective 13.3	CORPORATE LINKAGES: Enhance communication among and linkages between Regional Center employers and educational institutions.		67
<input type="checkbox"/>	1. PUBLIC EDUCATION PARTNERSHIPS: Seek assistance from corporate executives as part of a campaign to promote public education.	Working	39
<input type="checkbox"/>	2. PROMOTION: Reflect Downtown learning opportunities in materials distributed by relocation companies, real estate agents and corporate human resource departments.	Working, Living	17
<input type="checkbox"/>	3. FUND RAISING: Seek linkages between IPS and fundraising organizations.	Working	11
Objective 13.4	IUPUI SCHOOL OF EDUCATION: Support IUPUI's efforts of working collaboratively with the Great Cities' Universities Coalition to retain quality teachers.		34
<input type="checkbox"/>	1. PROFESSIONAL DEVELOPMENT: Support professional development of IPS teachers.	Working	17
<input type="checkbox"/>	2. INTERVENTION: Support local partnership teams to plan interventions for schools in need of improvement.	Living, Working	11
<input type="checkbox"/>	3. MENTORING: Support mentoring initiatives to first-year teachers.	Working	6
Objective 13.5	CHARTER SCHOOLS: Continue to focus on charter schools and programmatic themes which are complimentary to the educational offerings of other institutions.		33
<input type="checkbox"/>	1. COORDINATION: Where possible, link school planning and development more closely with housing plans, marketing efforts, BioCrossroads- Central Indiana Life Science Network, open space, etc.	Living, Working, Enjoying	22
<input type="checkbox"/>	2. COLLABORATION: Encourage collaboration and integration between charter and public schools.	Living, Working	11
<input type="checkbox"/>	3. PROMOTION: Educate Downtown employers and employees about charter school opportunities.	Working, Living	0
Objective 13.6	NEIGHBORHOOD SCHOOLS: Encourage the neighborhood school concept where possible.		28
<input type="checkbox"/>	1. DIVERSITY: Seek to better integrate and diversify neighborhoods as a means of implementing the neighborhood school concept.	Living	22
<input type="checkbox"/>	2. LINKAGES: Link school planning and development more closely with housing plans, marketing efforts, BioCrossroads- Central Indiana Life Science Network, open space, etc.	Working, Living	6
Objective 13.7	LITERACY: Increase reading competency.		25
<input type="checkbox"/>	1. LITERACY RATE: Increase the literacy rate and establish a target literacy percentage for each grade level of elementary students in Indianapolis.	Learning	17
<input type="checkbox"/>	2. TUTORING: Recruit volunteers for tutoring to provide additional individualized support for students.		8
Objective 13.8	INCREASE FINANCIAL ASSISTANCE OPPORTUNITIES: Provide a flexible, seamless method for funding need-based learning opportunities.		6
<input type="checkbox"/>	FINANCIAL ASSISTANCE: Investigate the possibility of creating a centralized program to assist with fees related to field trips and similar expenses which fall outside the scope of many traditional assistance programs.	Working	6

Goal 14	Research and Higher Education
Learning	Support higher education and ongoing efforts to establish the Regional Center as a national life sciences hub for research, development and commercialization.

		ALSO RELATES TO	TOTAL VOTES
Objective 14.1	EDUCATIONAL INSTITUTIONS: Increase access to all local colleges and universities within the Regional Center.		100
<input type="checkbox"/>	1. HIGHER EDUCATION: Encourage local colleges and universities to establish a direct presence or expand their presence within the Regional Center.	Placemaking	54
<input type="checkbox"/>	2. SCHOLARSHIP RESOURCES: Encourage the Indiana Legislature to adopt additional scholarship resources for attending in-state higher education institutions.	Learning	14
<input type="checkbox"/>	3. URBAN LABORATORY: Seek additional partnerships with educational institutions to use Indianapolis for urban studies.	Learning	14
<input type="checkbox"/>	4. COLLEGE DEGREES: Set a goal for Indianapolis to achieve an average level of residents with college degrees compared to similar sized cities by 2015.	Learning	12
<input type="checkbox"/>	5. LEARNING MODEL: IUPUI and other academic institutions should develop a learning model in cooperation with other higher learning institutions, particularly focused on corporate mentoring.	Learning	6

Objective 14.2	IUPUI CAMPUS PLANNING FRAMEWORK: Support implementation of the IUPUI Campus Planning Framework.		66
<input type="checkbox"/>	1. IUPUI CAMPUS PLANNING FRAMEWORK: Identify where the City might assist IUPUI and its partners in implementing the IUPUI Campus Planning Framework.	Placemaking, Working, Moving	33
<input type="checkbox"/>	2. EDUCATIONAL LINKAGES: Support primary and secondary education linkages to IUPUI including, but not limited to, shared facilities, mass transportation linkages and professional development.	Working, Placemaking, Moving	11
<input type="checkbox"/>	3. INTERNSHIPS: Encourage new internships to be established with firms involved in school planning, library projects, etc.	Working	11
<input type="checkbox"/>	4. RETENTION: Facilitate high school and college class interchanges and promote internship programs, beginning at high school level and continuing through college level, as a means to encourage promising students to stay in the area after graduation.	Working, Living	11
Objective 14.3	HERRON SCHOOL OF ART: Build an understanding of the amenities of the Herron School of Art		28
<input type="checkbox"/>	1. VISIBILITY: Increase visibility of and public access to the Herron School of Art through media, student art exhibits, signage, coordination with the proposed Cultural Trail, etc.	Enjoying, Placemaking	22
<input type="checkbox"/>	2. HERRON RELOCATION: Capitalize and support relocation of the Herron School of Art to the Regional Center.	Placemaking, Enjoying	6
Goal 15	Lifelong Learning		
Learning	Provide a wide range of opportunities for lifelong learning for all age groups in the Regional Center.		
		ALSO RELATES TO	TOTAL VOTES
Objective 15.1	CENTRAL LIBRARY: Reinforce the role of the Central Library as a unique learning resource within the Regional Center.		44
<input type="checkbox"/>	CENTRAL LIBRARY: Use the new Central Library (currently under development) for cultural and artistic programs and other educational activities which are open to the public and promote the myriad of learning opportunities and linkages Downtown.	Enjoying, Living	44
Objective 15.2	IUPUI LIBRARY: Broaden the use of the IUPUI Library and its offerings.		22
<input type="checkbox"/>	IUPUI LIBRARY: Promote access to and resources of IUPUI Library to families.	Enjoying, Living	22
Objective 15.3	CONTINUING EDUCATION AND CONFERENCES: Recognize the importance of continuing education and conferences to economic development and tourism within the Regional Center.		22
<input type="checkbox"/>	1. CONFERENCE PLANNING: Approach the Indianapolis Convention & Visitors Association or similar organization about developing a "kit" to facilitate small - medium size groups in organizing and implementing a conference. The kit might include information about parking, how to accommodate buses or large vehicles, location of restaurants, entertainment, cultural attractions, etc.	Enjoying	11
<input type="checkbox"/>	2. LEARNING CONFERENCES: Encourage professional organizations, affiliated with local workforce, to hold a State, Regional, or National meeting or conference in the Regional Center in connection with continuing education, professional certification, etc.	Working	11
<input type="checkbox"/>	3. RE-EDUCATION: Use public education for re-educating the workforce and for personal growth, for citizens of all ages.		Added by Steering Committee
<input type="checkbox"/>	4. SENIOR CITIZENS CENTER: Encourage educational and recreational opportunities at the Indianapolis Senior Citizens Center for lifelong learning and community service.		Added by Steering Committee
Objective 15.4	EARLY EDUCATION: Availability of opportunities for early education should be promoted as part of the strategy for attracting and retaining Regional Center employees and employers.		22
<input type="checkbox"/>	EARLY EDUCATION: Expand opportunities in the Regional Center for affordable, early education provided on-site through employer programs and facilities as well as other independent educational providers.	Living, Working	22



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Objective 15.5	TECHNICAL PROGRAMS: Identify new technical education programs adding to economic and cultural development in the Regional Center.		18
<input type="checkbox"/>	1. CHEF SCHOOL: Research the possibility of developing a leading chef school in the area to attract first-rate restaurants and related economic development.	Placemaking, Working	6
<input type="checkbox"/>	2. RESOURCE SHARING: Encourage "sharing" of important national and international speakers within a variety of learning venues.	Working	6
<input type="checkbox"/>	3. TRAINING: Encourage development of employer-sponsored training and learning programs to facilitate continuing education for employees, e.g. Toastmasters, etc.	Working	6
Objective 15.6	INDIANAPOLIS ZOO: Reinforce special programming and use of the Indianapolis Zoo by students of all ages.		6
<input type="checkbox"/>	1. CORPORATE SUPPORT: Seek corporate support for admission and related costs for needy students wishing to visit the Indianapolis Zoo.	Working	6
<input type="checkbox"/>	2. EDUCATIONAL PROGRAMS: Encourage schools to utilize the Indianapolis Zoo in achieving educational standards.	Enjoying	6
Objective 15.7	WHITE RIVER STATE PARK: Support continuing development and enhancement to the White River State Park and the historic Central Canal which serve as focal points for learning via cultural, sports, historic, ethnic, music and arts venues. Included in this area are the National Institute for Fitness and Sport (NIFS), the NCAA Headquarters, Eiteljorg Museum of American Indians and Western Art, Indiana History Center, Indiana State Museum and other important institutions.		6
<input type="checkbox"/>	YEAR-ROUND USE: Promote learning programs and activities which encourage year-round use of the White River State Park and the historic Central Canal.	Placemaking, Enjoying	6
Objective 15.8	NATATORIUM: Increase usage of the Natatorium for educational programs and purposes.		0
<input type="checkbox"/>	NATATORIUM: Promote increased use of the Natatorium.	Enjoying	0
Objective 15.9	NATIONAL INSTITUTE FOR FITNESS AND SPORT (NIFS): Reinforce the relationship with IU Medical School.		0
<input type="checkbox"/>	NATIONAL INSTITUTE FOR FITNESS AND SPORT (NIFS): Consider special programs and community outreach efforts which make the benefits of the NIFS facility and staff more widely available within the Regional Center.	Living, Enjoying	0



MOVING AROUND DOWNTOWN PROJECTS AND PROGRAMS

Goal 16	Transportation		
Moving Around	Develop a comprehensive multimodal transportation system that improves the efficiency of travel, improves air quality, reduces our dependence on scarce fuels, is affordable to all groups, assists the function of activities and continues economic growth of the Regional Center, while recognizing the unique urban quality and fabric of the area.		
		ALSO RELATES TO	TOTAL VOTES
Objective 16.1	MULTIMODAL: Design, deploy, support, promote and expedite a multimodal transportation system. This system needs to be competitive with the private automobile, be affordable, have a positive environmental impact with minimal physical impact, connect major activity nodes and be user-friendly for residents, businesses and visitors. Improve and promote a pedestrian and bicycle system to enhance safe connections between major facilities and destinations. Improve the operation of mass transportation services to better serve existing patrons, increase ridership and encourage user-friendly characteristics by improving on the system's frequency, safety, cost and convenience. Utilize the multimodal system as a distributor system connecting the following modes of transportation: automobiles, buses, bicycle routes, greenways, pedestrian ways, helicopters, taxi services, rail, high-speed rail and the Airport.		498
<input type="checkbox"/>	1. TRANSPORTATION FUNDING: Continue to allocate transportation funds for the promotion of multimodal transportation. Consider alternate funding for public transportation and determine differences in mass transportation funding for Indianapolis compared to other cities with similar characteristics.	Enjoying, Living, Working	85
<input type="checkbox"/>	2. TRANSIT CENTER: Determine a location and resources for the development of a multimodal transit center and expedite the implementation of the project.	Enjoying, Living, Placemaking, Working	82

<input type="checkbox"/>	3. CIRCULATOR SYSTEM: Determine if the Blue Line Circulator meets the needs of various transit needs in the Regional Center. Support the circulator system as a start in the development of an overall transit system. When designing the overall system, do not allow routes to impede visual, historical and environmental integrity of the Regional Center while connecting Downtown districts, hotels, attractions and the proposed Cultural Trail. Design a system that provides transportation for special events, recreation, arts, cultural facilities, shopping or dining.	Enjoying, Living, Placemaking, Working	78
<input type="checkbox"/>	4. SHUTTLE: Determine if the circulation needs for visitors participating for conventions and tourism are being met by existing means of transportation. If not, make recommendations for improvement based on existing and proposed modes of transportation. Study the feasibility of providing mass transportation alternatives for those coming to the Regional Center for special events, recreation, arts, cultural facilities, shopping or dining.	Enjoying	73
<input type="checkbox"/>	5. RAPID TRANSIT STUDY: Evaluate the findings from the DiRecTionS Rapid Transit Study for possible direction on future multimodal transportation opportunities. Promote construction of a transportation system connecting Downtown Indianapolis, Indianapolis International Airport and other surrounding areas.	Enjoying, Living, Placemaking, Working	50
<input type="checkbox"/>	6. TRANSIT CORRIDORS: Evaluate existing transit corridors such as street rights-of-way and rail corridors to determine their best long-term use.		41
<input type="checkbox"/>	7. PARK AND RIDE: Identify locations for park and ride facilities to link mass transportation and other transportation modes. Once this low-cost perimeter parking is created, people should be educated on the system and local employers should be encouraged to utilize existing and new incentives for the usage of the park and ride system.	Enjoying, Living, Working	33
<input type="checkbox"/>	8. INDYGO: Support IndyGo's ongoing initiatives that improve the system's overall availability and accessibility. Focused initiatives could include the following: 24-hour service on major routes, efficient route patterns, an increase the number of express routes, a reduction in wait time between buses, an improvement in the number and design of bus shelters, an improvement in identification of routes, an increase in the public understanding of routes by posting improved route maps or the incorporation of various technologies.	Enjoying, Living, Working	19
<input type="checkbox"/>	9. AIRLINE SERVICE: Improve passenger airline service by adding more direct flights from Indianapolis to other destinations.		17
<input type="checkbox"/>	10. MARKETING: Consider creating a marketing plan and other methods to build support in the community for the multimodal system.	Enjoying, Living, Working	7
<input type="checkbox"/>	11. INTERSTATE RIGHTS-OF-WAY: Work with INDOT on ways to integrate the highway system into the multimodal system. This could include utilizing Interstate rights-of-way for linear greenway, bicycle thoroughfare or dedicating a lane to commuters and buses.	Enjoying	5
<input type="checkbox"/>	12. PRE-PAID CARDS: Investigate the possibility of pre-paid cards for taxis, buses and future transit systems.	Enjoying, Learning, Living, Placemaking, Working	5
<input type="checkbox"/>	13. TAXICAB: Develop public announcements, advertising and marketing to promote and educate the taxicab option and introduce permanent cab stands at key locations.	Enjoying, Living, Working	3
<input type="checkbox"/>	14. RAIL RELOCATION STUDY: Evaluate the findings from the Downtown Rail Relocation Study for direction on future multimodal transportation opportunities.	Enjoying, Living, Placemaking, Working	0
Objective 16.2	PARKING: Promote development of parking that balances adequate parking for neighborhoods, businesses and institutions while minimizing the negative aspects of excessive land area or resources devoted to parking. Encourage convenient, clean, safe, affordable, easy-to-find, mixed-use parking structures that are well designed and improve vehicular access to and egress from facilities in the Regional Center.		81
<input type="checkbox"/>	1. SURFACE PARKING VS. PARKING GARAGES: Study the possibility of limiting the amount of surface parking lots Downtown while maintaining parking space supply by incorporating more parking structures. Determine the strategic placement for parking garages and adopt stringent design standards for lots and garages.	Placemaking	35
<input type="checkbox"/>	2. BUSES: Study the parking and circulation needs of buses as they relate to convention and tourism venues.		15
<input type="checkbox"/>	3. EFFICIENT USE: Encourage shared parking by initiating a program where parking facilities are utilized by multiple users that have differing demands. Utilize the ULI/ISCS Shared Parking Study as a basis for the Downtown shared parking program. Study the impact of quadrant area parking garages.	Enjoying, Living, Working	14
<input type="checkbox"/>	4. MONITOR PARKING: Continue to monitor the usage of surface parking and parking garages while determining the location, design and density of future garages. Update parking demand model to better determine parking demand for all types of uses. Continue IDI parking partnership activities.	Enjoying, Living, Placemaking, Working	9



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	<input type="checkbox"/> 5. DROP-OFF AND PICK-UP: Enforce loading zones and parking restrictions as a means of improving access at facilities. Where possible, incorporate design standards into future developments which allow for convenient, safe drop-off and pick-up of visitors, children and people of all abilities.	Placemaking, Learning, Enjoying	6
	<input type="checkbox"/> 6. MARKETING AND PROMOTION: Market and promote existing parking opportunities and study possible parking strategies for new development.	Enjoying, Living, Working	2
Objective 16.3	AIR QUALITY: Improve the overall air quality by promoting environmentally friendly urban design, creating an environmentally friendly mass transportation system, reducing the impact of vehicular emissions and promoting industries and businesses that have low environmental impact.		78
	<input type="checkbox"/> 1. MULTIMODAL TRANSPORTATION: Support and promote initiatives that improve the multimodal transportation system.	Enjoying, Living, Working	33
	<input type="checkbox"/> 2. TECHNOLOGIES: Utilize the most up-to-date monitoring and control technologies that are interconnected and traffic responsive to improve traffic flow. Implement a system to inform trucks and other vehicles of best routes through the region using the Intelligent Transportation System which is currently being designed and constructed.	Living, Working	17
	<input type="checkbox"/> 3. CLEAN AIR VEHICLES AND PROGRAMS: Encourage buses and vehicles in the Regional Center to utilize alternative technologies and support programs that encourage a cleaner environment.	Enjoying, Living, Working	14
	<input type="checkbox"/> 4. HIGH OCCUPANCY VEHICLES: Explore the concept of High Occupancy Vehicle lanes to encourage fewer single occupancy vehicles and increase efficiency in mass transportation. Encourage flexible work hours and ridesharing to alleviate peak hour travel demands.	Enjoying, Learning, Living, Placemaking, Working	14
Objective 16.4	STREET NETWORK: Ensure the street network provides efficient and convenient flow between destinations for residents, businesses and visitors.		74
	<input type="checkbox"/> 1. ONE-WAY AND TWO-WAY STREETS: On a case-by-case basis, study one-way streets compared to two-way streets to evaluate the distance traveled for local vehicular trips. Ensure that residential and commercial impact is balanced with environmental implications while considering the overall transportation system.	Living, Working	57
	<input type="checkbox"/> 2. TRUCK LOADING ZONES: Determine ideal methods and locations in the Regional Center to accommodate service delivery vehicles to and from businesses without disrupting traffic flow. This may be accomplished by incorporating provisions for service vehicles in all new development, restricting loading zones for service vehicles only, reconfiguring alleyways to better accommodate service vehicles or developing specialized service vehicle parking lots.	Working	17
Objective 16.5	UNIVERSAL ACCESSIBILITY: Continue with improvements in disability awareness with a focus on universal access above and beyond minimal compliance with the Americans with Disabilities Act (ADA). Create a physical environment in the Regional Center that ensures ease of movement with sidewalks, intersections, public spaces, signage and multimodal transportation for persons of all ages and abilities.		52
	<input type="checkbox"/> 1. ADA STANDARDS: Continue to incorporate accessibility standards from the design stage to the review stage of all new development projects and initiatives.	Enjoying, Living, Placemaking, Working	40
	<input type="checkbox"/> 2. PROPERTY OWNER EDUCATION: Implement an educational campaign addressing property owner (commercial and residential) responsibilities regarding objects in the public rights-of-way, including, but not limited to, snow, grass, limbs, debris, signs, flower pots and outdoor cafe seating.	Living, Working	12
Goal 17 Infrastructure			
Moving Around	Ensure below- and above-grade infrastructure can accommodate community needs and demands. Encourage infrastructure projects to be coordinated, cost efficient, aesthetically thought through and have a positive impact on the overall environmental quality.		
		ALSO RELATES TO	TOTAL VOTES
Objective 17.1	UTILITIES: Ensure Downtown utilities can accommodate community needs and demands. Encourage utility projects to be coordinated and cost efficient.		148
	<input type="checkbox"/> 1. INFRASTRUCTURE: Improve and maintain the sewers, surface drainage and the elimination of Combined Sewer Overflows to ensure improved water quality, flood control and drainage.	Enjoying, Living, Working	50
	<input type="checkbox"/> 2. UTILITY COORDINATING: Actively encourage the Public Works Coordinating Council to coordinate below grade infrastructure and utility improvements, replacements and expansions with above grade improvements. Educate consumers on these projects for increased support. Look at ways to produce funds to advocate for coordinated infrastructure.	Living, Working	33

<input type="checkbox"/>	3. BURY ABOVE GROUND UTILITIES: Study ways to facilitate rights-of-way access so that all utilities in the Regional Center can be buried. Place emphasis on the powerlines along West Street, Blackford Street and South Street.	Enjoying, Placemaking	29
<input type="checkbox"/>	4. DISTRIBUTION LINE INFRASTRUCTURE: Reduce costs of new development by extending chilled water, steam and water distribution lines.	Living, Working	27
<input type="checkbox"/>	5. AESTHETICS: Determine appropriate requirements and aesthetics for infrastructure.	Placemaking	9
Objective 17.2	STREET AND SIDEWALK INFRASTRUCTURE: Ensure infrastructure allows for vehicle and pedestrian traffic to physically move efficiently around the Regional Center.		103
<input type="checkbox"/>	1. STREETS AND SIDEWALKS: Reconstruct or repair area streets, curbs and sidewalks as needs arise.		49
<input type="checkbox"/>	2. SIDEWALK DESIGN: Identify City development policies, especially regarding universal accessibility, aesthetic treatment of crosswalks and sidewalks, locations of sidewalks away from curbs, street trees, landscaped areas and strips and traffic calming and determining if revisions are needed.		33
<input type="checkbox"/>	3. MATERIALS AND MAINTENANCE: Research and evaluate street and sidewalk materials that are durable, functional, easy to maintain and financially feasible. Incorporate proper maintenance for streets, sidewalks, curbs, paths, trails, greenspace and recreational parks.	Enjoying, Living, Working	14
<input type="checkbox"/>	4. BUS SHELTERS: Allow adequate space in all planning of infrastructure improvements for the installation of bus shelters and information kiosks.	Enjoying, Living, Working	7
Objective 17.3	TECHNOLOGY: Introduce and continue the installation of fiber optics, wireless and other new technologies necessary for businesses to grow and stay competitive. Develop infrastructure and resources necessary to successfully develop the life science community.		81
<input type="checkbox"/>	1. FIBER OPTIC SYSTEMS: Encourage the fiber optic network required for technology expansion and continue the proprietary agreement with the City of Indianapolis to utilize sewer line rights-of-way for fiber optic development.	Learning, Working	55
<input type="checkbox"/>	2. INFORMATION TECHNOLOGY INFRASTRUCTURE: Extend the information technology infrastructure to residential or commercial buildings with no service and adequately provide for the needs of new developments like the life science businesses.	Learning, Living, Working	12
<input type="checkbox"/>	3. NETWORK CENTER: Preserve and plan for future development in and around the Kentucky Avenue and Merrill Street national network center.	Working	10
<input type="checkbox"/>	4. IT CONNECTIONS: Concentrate businesses that need connections to the information technology network in areas where the existing infrastructure exists, primarily in the Kentucky Avenue area and the northeastern portion of Downtown.		2
<input type="checkbox"/>	5. SERVICE PROVIDERS: Increase the number of information technology (IT) service providers to existing buildings.	Learning, Working	2
Objective 17.4	WATER QUALITY: Improve water quality by reducing pollution to protect the public health and turn streams and rivers into a community asset.		79
<input type="checkbox"/>	1. ENVIRONMENTAL CLEAN-UP: Implement environmental clean-up projects on the White River and Fall Creek to improve water quality, natural habitats and allow for roadway, landscape and pedestrian improvements for increased utilization.	Enjoying, Living, Working	39
<input type="checkbox"/>	2. COMBINED SEWER OVERFLOW: Continue CSO disconnection on Fall Creek, Pleasant Run, Pagues Run and Eagle Creek to allow all waterways to be used for safe recreation.	Enjoying, Living, Working	34
<input type="checkbox"/>	3. STORMWATER: Develop urban storm run-off standards that include the use of bio-swales.		6
Goal 18	Public Safety and Fire Protection		
Moving Around	Create and maintain a physically safe Regional Center environment while reinforcing a positive image of safety and security for visitors, residents and workers.		
		ALSO RELATES TO	TOTAL VOTES
Objective 18.1	SAFETY: Ensure overall safety for workers, residents and visitors relating to fire, crime, terrorism and the presence of hazardous materials by supporting community policing, bicycle patrols and other initiatives which improve the perceptions about safety in the Regional Center.		114
<input type="checkbox"/>	1. EMERGENCY CALL BOXES: Determine locations around the Regional Center where emergency call boxes would improve the safety for pedestrians.	Enjoying, Living, Working	21



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<input type="checkbox"/> 2. BIKE PATROL: Increase overall security presence via the Indianapolis Police Department bike patrol during major events.	Enjoying, Living, Working	14
<input type="checkbox"/> 3. CRIME FREE ZONES: With the involvement of the Indianapolis Police Department, create public-private crime free zones similar to what other cities have done in business areas.	Enjoying, Living	14
<input type="checkbox"/> 4. INTERSECTIONS: Identify intersections around the Regional Center where countdown walk signals, audio signals or scatter walks would improve safety, making it easier for pedestrians to cross intersections.	Enjoying, Living, Working	14
<input type="checkbox"/> 5. LIGHTING: Increase well designed lighting on sidewalks for safety. Find alternative ways to fund or alternative energy sources to add pedestrian lighting within the Regional Center without impacting the Department of Public moratorium on renting additional lighting.	Enjoying, Living, Working	14
<input type="checkbox"/> 6. HAZARDOUS MATERIALS: Evaluate how significantly hazardous materials could harm the Regional Center via rail and truck. Determine appropriate routes that would limit potential dangers.	Enjoying, Living, Working	9
<input type="checkbox"/> 7. TRAFFIC CALMING: Identify ways to slow traffic on streets for increased pedestrian safety.	Enjoying, Living	9
<input type="checkbox"/> 8. EVENTS: Utilize the Mayor's Event Task Force recommendations to recognize ways to improve event planning concerning the movement and safety of people.	Enjoying	7
<input type="checkbox"/> 9. RAIL: As funds become available, improve intensely used railroad track-beds and crossings to the highest standards. Minimize the possibility of derailments, improve the safety of pedestrians, bicycles and vehicles that cross and reduce the possible harm from hazardous material accidents. These improvements should consider the findings of the DiRecTionS Rapid Transit Study, Downtown Rail Relocation Study and other ongoing studies.	Enjoying, Living, Working	7
<input type="checkbox"/> 10. SECURITY VISIBILITY: Maintain visibility of security personnel during events.	Enjoying	5



PLACEMAKING DOWNTOWN PROJECTS AND PROGRAMS

Goal 19 Urban Design			
Placemaking	Excel in the quality of urban design reinforcing the unique skyline, protecting and reinforcing specific views and points of entry, promoting quality infill development and implementing enforceable design guidelines that encourage creativity.		
		ALSO RELATES TO	TOTAL VOTES
Objective 19.1	MIXED-USE: The Regional Center should be a mixed-use sustainable area that offers unique opportunities to the people of central Indiana to live, work, learn and enjoy the Downtown.		159
<input type="checkbox"/>	1. MIXED-USE DEVELOPMENT: Develop and promote design guidelines within the Regional Center encouraging street-level retail mixed-use buildings that are oriented towards sidewalks. Develop buildings that combine retail, office, living and parking. Encourage the development of integrated services needed by working adults (dependent care, service, retail) to be located near parking facilities.	Living, Enjoying, Moving	132
<input type="checkbox"/>	2. PARKING: Create a sustainable public-private partnership in the new development of parking facilities. Construct mixed land use, multiple-story parking garages for residential and commercial users.	Living, Moving	27
Objective 19.2	CULTURE: Develop a unique environment that expresses the community's culture, knowledge and sensitivity to community.		121
<input type="checkbox"/>	1. CULTURAL DISTRICTS: Support cohesive development of the cultural districts. Include housing, commercial development, streetscaping, public amenities, parking and transportation systems in their development.	Learning, Living, Working	41
<input type="checkbox"/>	2. CULTURAL DEVELOPMENT COMMISSION: Continue the work of the Indianapolis Cultural Development Commission and its support of the Cultural Tourism Initiative that includes the Cultural Districts Program, the Public Art Master Plan and potential future initiatives.	Learning, Living, Working	28
<input type="checkbox"/>	3. CULTURAL TOURISM INITIATIVE: Continue support of the proposed Cultural Tourism Initiative that includes the Cultural Districts Program and the Public Art Master Plan and coordinate with the proposed Cultural Trail.	Learning, Living, Moving	23
<input type="checkbox"/>	4. PROGRAMMING: Develop programming that enhances Downtown's points of uniqueness based on the community's culture, knowledge and sensitivity.		18
<input type="checkbox"/>	5. PARTNERSHIPS: Partner arts, history and humanities groups with neighborhood and business groups to support the development of cultural districts.	Living, Enjoying, Learning	11

Objective 19.3	DENSITY: Develop projects which provide high-density residential, business and institutional alternatives and enhance the opportunity for mass transportation, reduce consumption of fossil fuels, improve air quality and reduce urban sprawl.		120
<input type="checkbox"/>	1. HIGH-DENSITY DEVELOPMENT: Provide for high-density development in the Regional Center Plan, linking development to alternative transportation modes. Create economic incentives for infill development in blighted areas and for the conversion of dysfunctional industrial development to residential. Promote transit-oriented development coinciding with changes and growth in public transportation.	Enjoying, Moving	67
<input type="checkbox"/>	2. TRANSIT-ORIENTED DEVELOPMENT: Promote transit-oriented development coinciding with changes and growth in mass transportation.	Living	38
<input type="checkbox"/>	3. DOWNTOWN LOCATION: Ensure that major sports facilities are located Downtown to maintain the compact nature of existing facilities.		15
Objective 19.4	PROJECT DESIGN: Improve the quality of project design.		84
<input type="checkbox"/>	1. DESIGN GUIDELINES: Develop design guidelines and policies regarding their use.	Living	32
<input type="checkbox"/>	2. DESIGN CENTER: Develop an independent design center to foster education, public awareness and quality of design.	Living, Learning	28
<input type="checkbox"/>	3. DESIGN REVIEW: Develop mechanisms to review and coordinate the design and development of improvements that are outside the purview of the Regional Center design review process.	Enjoying	24
Objective 19.5	DEVELOPMENT CORRIDORS: Determine, guide and support high-density development along significant point of entry corridors, such as East Washington Street, West Street (both north and south), South Street, Virginia Avenue, Stadium Drive, Madison Avenue, South Meridian Street, Massachusetts Avenue, etc.	Working, Living, Moving	74
<input type="checkbox"/>	1. CANAL WALK: Promote, attract and require restaurants and shops along the water level of the historic Central Canal.		27
<input type="checkbox"/>	2. LIFE SCIENCES: Create a "world class" life sciences community.	Working, Moving	25
<input type="checkbox"/>	3. KEY LOCATIONS: Plan for new corridor and gateway type development in key locations.	Enjoying, Moving	22
Objective 19.6	SENSE OF PLACE: Develop a unique "sense of place" in each of the districts in the Regional Center. Concentrated retail centers, public uses, parks and public art will result in improved pride and advocacy.		66
<input type="checkbox"/>	1. NEIGHBORHOOD LINKS: Expand the planning area for the Downtown to include nearby neighborhoods and districts. Prepare plans identifying district "centers" and link them to the core. Develop wayfinding, placemaking and unique iconography.		32
<input type="checkbox"/>	2. ICONOGRAPHY: Explore iconography; consider highlighting existing unique Downtown landmarks such as Monument Circle, Indiana War Memorial, etc.	Placemaking	18
<input type="checkbox"/>	3. PUBLIC ART: Support the integration of art with all public projects.	Enjoying	17
Objective 19.7	VIEW SHEDS: Create unique iconography, improve the skyline, views, gateways, points of entry, streetscape, transitional areas, etc. Regulate objects that block views or are distracting such as billboards, communication towers and informational signage to preserve view sheds.		45
<input type="checkbox"/>	1. INTERSTATE: Remake and reconnect the "lost landscape" of the Inner-Loop Interstate into the living fabric of Downtown and the adjacent neighborhoods. Make this a grand introduction and entry into Indianapolis for residents, visitors and travelers.	Enjoying, Moving	25
<input type="checkbox"/>	2. GATEWAYS: Create gateways to all Downtown cultural districts.	Enjoying	19
Objective 19.8	BALL STATE UNIVERSITY RESOURCES: Encourage a long-term presence of Ball State University in the Regional Center as an architectural planning and urban design resource.		17
<input type="checkbox"/>	1. PARTNERSHIPS: Identify areas where Ball State University's College of Architecture and Planning: Indianapolis Center can partner with plan implementers including, but not limited to, IPS and charter schools, cultural and arts institutions, the City of Indianapolis and private educational institutions.	Living	11
<input type="checkbox"/>	2. COORDINATION: Consider Ball State as a possible liaison with local architectural firms and educational institutions.		6



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Objective 19.9	PEDESTRIAN ENVIRONMENT: Create a pedestrian-friendly environment by orienting street-level uses to the sidewalk, making security more observable and providing public amenities.		13
<input type="checkbox"/>	FAÇADE GRANTS: Continue "main street" type façade improvement grants and loans to stimulate sidewalk activity.	Living, Enjoying, Moving	13
Objective 19.10	DIVERSITY: Promote the inclusion of all ethnic, life cycle and ability groups by developing public places that respond to their culture and needs.		9
<input type="checkbox"/>	DESIGN CENTER: Develop an independent design center to foster education, public awareness and quality of design. The design center will engage diverse age groups, ability groups and ethnic groups in the design process.	Living, Enjoying, Learning	9
Goal 20	Implementation Resources		
Placemaking	Promote policies that lead to the sustained economic health of the Regional Center's assets and to the natural revitalization of vacant, low-density, obsolescent and deteriorated property. When possible use existing amenities as the focus for the development.		
		ALSO RELATES TO	TOTAL VOTES
Objective 20.1	GROWTH BARRIERS: Remove barriers to growth.		94
<input type="checkbox"/>	1. TAX STRUCTURE: Rationalize the multiple and inequitable tax structure across taxing jurisdictions and property uses, with special emphasis on exempt properties in the Regional Center.		25
<input type="checkbox"/>	2. PROMOTION: Promote collaboration among business owners and do a photo layout and write-up about each business on storefronts.	Enjoying	22
<input type="checkbox"/>	3. RETAIL: Encourage learning opportunities as part of a diverse and complete arts-based retail district, e.g., music store, etc.	Enjoying, Working	22
<input type="checkbox"/>	4. PILOT: Dedicate part of payments in lieu of taxes (PILOT) to Local governments that help offset losses in property taxes due to nontaxable lands, to assist Downtown economic development.		12
<input type="checkbox"/>	5. TAX BURDEN: Reduce Center Township tax burden through establishment of alternative user fees or other public policy initiatives.		12
<input type="checkbox"/>	6. MARKETING: Sell package deal such as a gallery visit with tour by owner, dinner, theater or progressive dinner.	Enjoying	0
Objective 20.2	REGIONAL SUPPORT: Determine ways to fairly distribute the cost of creating and maintaining a great City.		67
<input type="checkbox"/>	1. TAX POLICY: Analyze Marion County tax policy to identify potential resources for Regional Center implementation.		29
<input type="checkbox"/>	2. REGIONAL SUPPORT: Create regional financial support for regional amenities.		27
<input type="checkbox"/>	3. TAX BASE: On a case-by-case basis, consider the possible impact of using certain economic development incentives such as property tax abatement and tax increment financing on the ability of Indianapolis Public Schools (IPS) to raise funds.	Working	11
Objective 20.3	FUND PUBLIC ART: Provide funding to assure that art is incorporated into public projects.	Enjoying, Moving, Working	50
<input type="checkbox"/>	1. PUBLIC ART: Seek funds to support development of a variety of both temporary and permanent public art forms Downtown including street performers, integration of art into infrastructure, sculpture and special projects.	Learning, Living, Working	28
<input type="checkbox"/>	2. PUBLIC ART: Implement funding programs for cultural preservation and public art on State and Municipal funded public infrastructure improvements .	Enjoying, Living, Working, Moving, Learning	14
<input type="checkbox"/>	3. INFRASTRUCTURE: Design public infrastructure as public art.	Enjoying, Living, Working, Moving, Learning	8
Objective 20.4	INCENTIVES: Develop and communicate incentives used to support new initiatives.		50
<input type="checkbox"/>	1. OFFICE BUILDINGS: Develop a broader range of incentives beyond tax abatements to attract and retain office users and market the Regional Center regionally and nationally.	Working	33
<input type="checkbox"/>	2. DAYLIGHTS SAVINGS TIME: Encourage the Indiana Legislature to adopt Daylight Savings Time.	Working	17

Objective 20.5	PROJECT SUPPORT: Prioritize and financially support projects recommended in the Regional Center Plan.		25
<input type="checkbox"/>	NON-FINANCIAL RESOURCES: Promote volunteer efforts and other non-financial resources.		25
Objective 20.6	ZONING: Require zoning classifications that meet new initiatives.		12
<input type="checkbox"/>	ZONING: Develop a zoning tool to support technology, industry and advanced manufacturing.		12
Objective 20.7	TELECOM CENTER: Preserve and plan for future development in and around the Kentucky Avenue and Merrill Street national network center.		8
<input type="checkbox"/>	1. ZONING: Ensure that the Regional Center Plan and zoning can accommodate desired development.	Moving, Working	6
<input type="checkbox"/>	2. NEIGHBORHOOD PLANS: Examine existing zoning in the southwestern portion of the Downtown for consistency with the Concord Community Plan, West Indianapolis Neighborhood Plan and recent development trends.	Living, Moving	2
Objective 20.8	INITIATIVES: Reflect workforce development initiatives.		0
<input type="checkbox"/>	LAND USE: Examine and develop a strategy for land use and zoning to enhance the health and life sciences; technology, industry and advanced manufacturing; and office and headquarters development.	Working	0
Goal 21	Linkages		
Placemaking	Connect neighborhoods, institutions, cultural amenities, cultural districts and business districts to the Downtown core by improving wayfinding and developing mass transportation, greenways, pedestrian ways, bikeways and rest areas. Routes should be safe, accessible, aesthetically pleasing and promote a more sustainable environment.		
		ALSO RELATES TO	TOTAL VOTES
Objective 21.1	PEDESTRIAN AND BICYCLE CIRCULATION: Connect neighborhoods, institutions, cultural districts and business districts to the Downtown by improving wayfinding and developing greenways, pedestrian ways, bikeways and rest areas. Use the proposed Cultural Trail as a linkage for all arts and cultural amenities. Establish new infrastructure for pedestrians and bicycles and lessen vehicle and pedestrian conflicts.		227
<input type="checkbox"/>	1. CULTURAL TRAIL: Develop the proposed Cultural Trail as the "hub" for "spokes" linking neighborhoods, schools, work places and cultural venues. The proposed Cultural Trail will provide opportunities for healthful walking and bicycling in the Downtown. Integrate with mass transportation, parking, bike lanes, greenways and the pedestrian system so it truly serves as a hub. Develop strongly designated pedestrian and bike-friendly connections.	Moving, Living, Enjoying, Working	133
<input type="checkbox"/>	2. PEDESTRIAN PLAN: Ensure universal accessibility standards are coordinated with design guidelines of the regional pedestrian plan currently being developed.		24
<input type="checkbox"/>	3. VEHICLE AND PEDESTRIAN CONFLICTS: Research examples from other cities that have reduced vehicle and pedestrian conflicts and commence a study in Downtown Indianapolis.	Moving	14
<input type="checkbox"/>	4. BICYCLES: Develop a community bike program for the proposed Cultural Trail.	Moving, Living, Enjoying, Working	13
<input type="checkbox"/>	5. BICYCLE PARKING: Develop bicycle parking standards. Determine ideal location and design of bike racks and increase the number of buses with bike racks.	Enjoying, Living, Working	10
<input type="checkbox"/>	6. BICYCLE RACKS: Create public bike racks as pieces of public art.	Moving, Living, Enjoying, Working	9
<input type="checkbox"/>	7. PEDESTRIANS AND BICYCLES: Build infrastructure for pedestrians and bicycles by using high quality materials and proper maintenance for sidewalks, curbs, paths, trails, greenspace and recreational parks.	Moving	8
<input type="checkbox"/>	8. BIKING AND PEDESTRIAN SAFETY: Look at the safety and location of recommended bike and pedestrian routes. Determine steps necessary to promote a system that is safe, incorporating traffic calming methods, lighting, safe crosswalk design and bike lanes.	Enjoying, Living, Working	7
<input type="checkbox"/>	9. BICYCLE STATION: Develop a Downtown bike station that provides secure storage for bikes and locker room facilities for riders.	Moving, Living, Enjoying, Working	5
<input type="checkbox"/>	10. BIKING AND PEDESTRIAN INCENTIVES: Promote incentives in lieu of providing a paid parking space to employers and employees that either walk or ride bicycles to work. Encourage employers to provide facilities, changing rooms and shower areas for these employees and incorporate services Downtown that support the multimodal system.	Working	5



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Objective 21.2 SIGNAGE AND WAYFINDING: Improve existing and develop new systems to comprehensively address Downtown educational venues. 45

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|---|-------------------------------------|----|
| <input type="checkbox"/> 1. SIGNAGE AND WAYFINDING: Comprehensively add educational venues to signage and wayfinding systems in the Regional Center. | Enjoying, Moving | 22 |
| <input type="checkbox"/> 2. WAYFINDING: Evaluate and expand effectiveness of pedestrian-friendly wayfinding and street signs. Investigate different techniques to allow wayfinding for persons with varying abilities. | Enjoying, Learning, Living, Working | 17 |
| <input type="checkbox"/> 3. WAYFINDING: Include festivals in Regional Center maps and wayfinding systems. | Enjoying | 6 |

Goal 22 Parks and Open Space

Placemaking Maintain and enhance parks, open space and waterways that provide for the needs of area residents, workers and visitors and positively contributes to the overall image of the city.

ALSO RELATES TO TOTAL VOTES

Objective 22 PARKS AND OPEN SPACE: Create and maintain a parks, open space and waterway systems that provide for the needs of area residents, workers and visitors and positively contributes to the overall image of the city. 238

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|--|--|----|
| <input type="checkbox"/> 1. BEAUTIFICATION: Beautify the segments of streets important to the Downtown core; those that connect Regional Center districts, especially residential areas; and the segments of important neighborhood streets that feed into the Regional Center. | Moving, Placemaking | 77 |
| <input type="checkbox"/> 2. WHITE RIVER: Make the White River a major community amenity. Study access and utilization of the historic Central Canal, White River and Fall Creek. | Living, Enjoying | 38 |
| <input type="checkbox"/> 3. FAMILY PARKS: Develop new family-type parks. Investigate the park needs of each residential district in the Regional Center and make recommendations regarding the amount of park space necessary to support the needs of residents. | Living, Enjoying | 27 |
| <input type="checkbox"/> 4. PROGRAMMABLE OPEN SPACE: Investigate the need for programmable open space Downtown, and make recommendations about how to meet these needs first taking into account the capacity of existing open space. | Placemaking | 18 |
| <input type="checkbox"/> 5. LANDSCAPING: Identify areas where existing landscaping inhibits pedestrian flow. Create safety standards for landscaping upkeep that addresses issues with plantings, shrubs and tree limbs. Determine who is responsible for maintenance. Ensure sidewalks widths allow space for pedestrian traffic, landscaping and cafes while maintaining recommended vehicle traffic volumes. | Enjoying, Learning, Living, Placemaking, Working | 14 |
| <input type="checkbox"/> 6. MAINTENANCE: Support and improve the short- and long-term maintenance of the streetscape, waterways, greenways, parks and monuments. | Enjoying, Living, Working, Moving | 13 |
| <input type="checkbox"/> 7. POCKET PARKS: Develop numerous pocket parks and plazas. | Living, Working, Enjoying | 13 |
| <input type="checkbox"/> 8. "GREEN" MALL: Protect and continue to enhance the historic and beautiful "green corridor" of the American Legion Mall, Veterans Memorial Plaza, Indiana War Memorial and University Park for daily activities and programmed events. | | 10 |
| <input type="checkbox"/> 9. STREETSCAPE: Create linear green space on streetscapes. | Living, Enjoying, Moving | 11 |
| <input type="checkbox"/> 10. MILITARY PARK: Prepare a historic landscape preservation plan for Military Park. Evaluate the contemporary role of the park considering its historic context. | Living, Enjoying, Working, Learning | 9 |
| <input type="checkbox"/> 11. YOUTH: Develop facilities for young people in the Regional Center. | Living, Enjoying | 5 |
| <input type="checkbox"/> 12. REST AREAS: Provide small rest areas with unique play, horticultural and cultural emphasis along pathways and corridors. | Living, Enjoying, Moving | 4 |

Goal 23 Historic Preservation		
Placemaking	Protect, restore and preserve the historic built environment including art, parks, infrastructure, urban archaeology and the original “Mile Square Plan” of Alexander Ralston.	
	ALSO RELATES TO	TOTAL VOTES
Objective 23.1	HISTORY: Enhance awareness of the origins of the City, including the original Ralston Plan and early settlement patterns.	38
<input type="checkbox"/>	1. CULTURAL TRAIL: Promote the proposed Cultural Trail as a tool to bring attention to the city's historic preservation efforts and the historic Ralston Plan.	Learning 28
<input type="checkbox"/>	2. STREET GRID: Discourage disruption of the original street grid and angled streets.	Moving 10
Objective 23.2	FUTURE RESOURCES: Identify future historic resources.	36
<input type="checkbox"/>	1. LAND USE: Consider supportive land use recommendations for undeveloped or underdeveloped historic sites.	15
<input type="checkbox"/>	2. INVENTORY: Maintain a current survey of all historic resources with updates every five years.	13
<input type="checkbox"/>	3. HISTORIC CRITERIA: Anticipate resources that will gain historic significance as time progresses and develop criteria to evaluate their significance.	8
Objective 23.3	LEGISLATION: Strengthen preservation legislation for Marion County to improve efficiency and effectiveness of the process of preserving historic resources.	29
<input type="checkbox"/>	1. MAINTENANCE: Explore more effective ways to address demolition by neglect and deferred maintenance issues.	11
<input type="checkbox"/>	2. DEMOLITION: Expand ways to delay demolition of unprotected historic resources.	9
<input type="checkbox"/>	3. ENFORCEMENT: Evaluate the authority to support and enforce historic preservation.	9
Objective 23.4	REUSE STRATEGY: Reuse property and buildings that have historic significance.	25
<input type="checkbox"/>	1. REDEVELOPMENT: Develop strategies that promote redevelopment rather than demolition. Include evaluation of (1) façade loans or grants, (2) low interest loans, (3) historic preservation fund, (4) tax abatement or other local relief, (5) receivership and (6) elimination of the cap on State rehabilitation tax credit.	14
<input type="checkbox"/>	2. HERRON REUSE: Employ a proactive process to determine the reuse of the former Herron Art School buildings emphasizing continued educational use of the facility (e.g. early education opportunities, arts center, etc.)	Living, Working 11
Objective 23.5	NEW LOCAL DESIGNATIONS: Consider local designation of potential historic districts.	23
<input type="checkbox"/>	DISTRICTS: Evaluate Washington Street, Massachusetts Avenue, Holy Rosary-Danish Church, the World War Memorial Plaza and small enclaves and remnants of once larger neighborhoods that may have been overlooked as traditional districts but are collections of historic resources.	23
Objective 23.6	PARTNERSHIPS: Create new partnerships and sustain existing partnerships for protecting historic resources.	17
<input type="checkbox"/>	1. COMMUNITY DEVELOPMENT CORPORATIONS: Strengthen the relationship between preservation organizations and community development corporations.	Living 9
<input type="checkbox"/>	2. PRESERVATION COMMUNITY DEVELOPMENT CORPORATIONS: Determine the need for preservation-based community development corporations and neighborhood organizations and support their creation.	Living 8
Objective 23.7	EDUCATION: Educate and raise awareness of historic preservation, cultural heritage and sense of place.	11
<input type="checkbox"/>	1. HISTORIC TOURS: Promote tours of historic areas.	Enjoying, Learning 5
<input type="checkbox"/>	2. INFORMATION: Educate the public and elected officials and raise their awareness of the benefits of historic preservation.	4
<input type="checkbox"/>	3. HERITAGE RESEARCH: Study early settlements to better understand the effects the community's cultural heritage has had on developing the built environment.	Learning 3
Objective 23.8	HISTORIC RESOURCES: Explore ways to protect “stand-alone” historic resources.	10
<input type="checkbox"/>	HISTORIC RESOURCES: Investigate the effectiveness of promoting policies which address (1) individual designations, (2) easements and covenants, (3) national register nominations, (4) demolition delay policies and (5) ways to protect publicly-owned buildings.	10



PROJECTS AND PROGRAMS

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Goal 24 Ecology and Sustainability		ALSO RELATES TO	TOTAL VOTES
Placemaking	Develop projects that embody sustainability by conserving energy, protecting nonrenewable resources, improving air and water quality and protecting the natural environment.		
Objective 24.1	NATURAL RESOURCES: Use natural resources and natural seasonal and diurnal variation to improve tourism, public use and appreciation of environment.		34
<input type="checkbox"/>	1. LANDSCAPING: Continue to plant more trees, shrubs and flowers that provide interesting color at various times of the year in new and existing places in the Downtown .	Living, Placemaking	33
<input type="checkbox"/>	2. PUBLIC INFORMATION: Develop programs and literature to inform the public about conservation, sustainability and protection of the natural environment.	Enjoying, Learning	1
Objective 24.2	"GREEN" BUILDINGS: Incorporate energy efficient and ecologically sound practices into new development.		24
<input type="checkbox"/>	1. ENVIRONMENTAL DESIGN: Consider guidelines for "green" design buildings and landscaping and a program recognizing "green" design. Increase the number of native trees and naturalized plantings along riverfronts and thoroughfares and support the tree preservation initiative.		21
<input type="checkbox"/>	2. DESIGN CENTER: Provide information about "green" policies through a permanent design center.		3
Objective 24.3	ENVIRONMENTALLY SENSITIVE DEVELOPMENT: Plan and promote new environmentally sensitive live and work development along the White River Corridor to fully realize this natural resource's recreational and open space potential.		22
<input type="checkbox"/>	1. LIFE SCIENCES: Relate new improvements for BioCrossroads- Central Indiana Life Science Network in the Stadium Drive area sensitively to the River.	Working, Living, Enjoying	8
<input type="checkbox"/>	2. SOUTHWEST DEVELOPMENT: Study the potential for the reuse of industrial facilities and land at the River and Kentucky Avenue.	Working, Living, Enjoying	6
<input type="checkbox"/>	3. LEED STANDARDS: Adopt LEED development standards and guidelines for all public development.	Working, Living, Enjoying	5
<input type="checkbox"/>	4. MOZEL SANDERS PARK: Relate new improvements at Sanders Park and the development of the new IPS school to the River, parkway and greenway.	Living, Enjoying	3
Objective 24.4	SUSTAINABILITY: Encourage urban-tolerant landscaping and maintenance resources for new greenspace improvements.		15
<input type="checkbox"/>	1. MAINTENANCE: Develop methodology and resources to assure maintenance of existing improvements.	Enjoying	9
<input type="checkbox"/>	2. CONSULTATION: Provide consultation and advisory services through Indianapolis Downtown, Inc. and other professional groups.	Enjoying	6
Objective 24.5	INCREASED GREENSPACE: Improve public land to increase public greenspace and native wildlife plant habitats.		9
<input type="checkbox"/>	INTERSTATE: Remake and reconnect the "lost landscape" of the Inner-Loop Interstate into the living fabric of Downtown and the adjacent neighborhoods. Make this a grand introduction and entry into Indianapolis for residents, visitors and travelers.	Working, Living, Enjoying	9
Objective 24.6	AIR QUALITY: Develop projects which provide high-density residential, business and institutional alternatives and enhance the opportunity for an environmentally friendly transportation system, reduced consumption of fossil fuels and improved air quality.		8
<input type="checkbox"/>	AUTOMOBILE USE: Reduce dependency on the private automobile.	Moving, Living	8
Objective 24.7	ENVIRONMENTAL ISSUES: Address environmental issues and identify cleanup resources in the southwestern portion of the Downtown.		8
<input type="checkbox"/>	BROWNFIELDS: Identify, remediate and redevelop brownfields in the southwestern portion of the Downtown.	Placemaking	8



HISTORY OF DEVELOPMENT

1820-1846: SETTLEMENT

It was called "The Capital In the Wilderness"—and rightfully so. Indiana had been accepted into the Union only two years previously, its capital established in Corydon. With the Indiana Evacuation Treaty of 1818, however, the northern two-thirds of the State was opened to settlement and Governor Jennings looked for a central location from which to administer the fledgling State. A site at the confluence of White River and Fall Creek was chosen, based principally on its proximity to the route of the approaching National Road and the supposed navigability of the White River. At the suggestion of Judge Jeremiah Sullivan, the new capital was named Indianapolis despite the objections of many who viewed the name as too pretentious.

The General Assembly in 1820 approved a one square mile donation for the new town (anticipating that it wouldn't need more) and an \$8,000 appropriation for the construction of a 50 foot by 50 foot courthouse. William Wick was appointed judge and Hervey Bates named the first sheriff. In the spring of 1822, the small settlement of 400 (as estimated by the newly-formed Indianapolis Gazette) elected John McCormick, William McCartney and John T. Osborne its first Board of Commissioners. The history of Indianapolis had begun.

Christopher Harrison, assisted by Elias Fordham and Alexander Ralston, laid out the original plat which Ralston modeled after Pierre L'Enfant's plat of Washington, D.C. and Thomas Jefferson's

system of regular squares. Three years later, before the state government actually was moved to the new capital, Marion County was organized and named (ironically, it proved) after Col. Francis Marion, the famed "Swamp Fox" of the Revolutionary War. The first summer in the new capital proved to be a near disastrous one. Mosquitoes, bred in the swamps on the east bank of the White River, spread malaria during what came to be known as the "sickly season" of July and August, killing one-eighth of the population. The swamps pushed further development east in accordance with Ralston's plat.

Growth was slow. Ten years after the initial auction of plots, two-thirds remained unsold. It took 20 years for the State to dispose of them all—some prime plots going for as little as \$10. The Census of 1830 placed the town's population at 1,085 and in 1840 only 2,692.

Of great significance to the early development of Indianapolis was the chartering of the Second State Bank of Indiana in 1834 (the First and its contemporaries having failed due to mismanagement or outright embezzlement). The Second State Bank, in contrast to its predecessors, was soundly managed by State Treasurer Samuel Merrill and its directors, Seaton W. Morris, Robert Morrison, Thomas R. Scott and Calvin Fletcher. The bank engaged in commercial loans and issued paper money. As such, it provided the financing and credit

essential to the economic growth and vitality of the community. Calvin Fletcher's brother, Stoughton, founded the bank that would later become the Fletcher and Churchman Bank and eventually, the American Fletcher National Bank.

German and Irish immigrants began to arrive as laborers for the National Road and later the ill-fated Central Canal. Others were attracted to the area's rich farmlands and the opportunity to practice their trades as bakers, wheelwrights, shoemakers, cabinetmakers and brewers. A significant Slovak and African American population also took up residence contributing to the emergence of the capital's social and business life. Their places of worship followed the migrations and in addition to administering to their spiritual needs, helped broker their integration into the society of the time.

Anxious to decrease the isolation of the capital, the State embarked on an ambitious program of road building. The success of the Erie Canal and the emergence of the steam engine and railroads posed a dilemma to the General Assembly. Both transportation modes had strong backers. In 1829, Governor James Brown Ray argued strongly in favor of railroads and 11 railway charters for Indianapolis were granted in a short period of time. The proponents of canals argued with equal vehemence.



Original plat of Indianapolis



Old Madison Railroad Building, c. 1909
Indiana Historical Society, Bass Photo Collection,
17242



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Persistent pressure from both sides resulted in a political compromise (and a financial disaster) called the "Mammoth Improvement Bill" that was signed by Governor Noah Noble in 1836. The bill unfortunately so totally ignored basic economic facts that it committed a state with annual revenues of \$75,000 to a \$10,000,000 bond over 25 years at five percent interest. Work on the Central Canal was halted in August 1839 when the General Assembly learned that it had already amassed a debt of \$14 million set against a combined tax and revenue income of \$106,000. Already in the throes of the financial Panic of 1837, the State was forced to declare bankruptcy and an abortive attempt was even made to abolish Indianapolis' town government due to its excessive cost of \$3,000 a year.

One bright spot on the local scene was the completion of the Madison-Indianapolis Rail Line, the construction of which had been turned over to a private company whose chief engineer was Thomas Armstrong Morris. Its arrival presaged a new era of dramatic growth in the capital.

The Governor James Brown Ray House (c. 1835), which has since been moved to 302 North Park Avenue, is a representative structure of this era.



Tomlinson Hall and City Market, 1906
Indiana Historical Society, Bass Photo Collection

1847-1860: THE RAILROAD ERA

The railroads had arrived and Indianapolis' 7,000 citizens rejoiced in the promise of prosperity.

In perspective, however, the results of the 1847 town election carried at least as much significance—not because it elected the capital's first mayor (Samuel Henderson) or approved its first town charter, but because it set the course of education in the community until the present day.

Whereas Indiana had been the first in the Union to ensure in its constitution that schools would be gratis and open to all, it failed to adopt a funding mechanism for the system and as noted by the Census of 1840, had the highest rate of illiteracy among the northern states. The idea of tax-supported schools was strongly backed by the town's establishment including Samuel Merril, Calvin Fletcher, Dr. Isaac Coe, James Blake and Judge Isaac Blackford. Opposition (particularly at the State level) was also strong. When the votes were finally counted, Indianapolis had adopted a tax-supported public school system with better than 95 percent of the vote. The following year, the State also adopted a publicly-financed school system, but with only 56 percent voting in favor.

Mayor Henderson completed his term in 1849 and immediately left the town for California's promise of gold, ridiculing the notion that Indianapolis would ever become a railroad center. History proved him one of the community's worst prognosticators as seven lines had entered the capital by 1855, connecting it with all major population centers of the Midwest as well as the lucrative East Coast market. The Union Depot on South Illinois Street, built by Thomas Morris, was unique in the country because all rail traffic entering or leaving Indianapolis passed through it.

The railroads not only brought prosperity to Indianapolis, but were the threads that linked it with the nation's economic and society. The population more than doubled between 1850 and 1860. Prosperity was evident in the number and variety of retail establishments it supported. Clemens Vonnegut's hardware store opened as did the H. Lieber Col, the New York Store, the Eagle Clothing Store, agencies for the Singer and Wheeler and the Wilson Sewing Machine companies and the Samuel Merrill Bookstore.

Indianapolis was fast becoming a wholesaling and manufacturing center. Quickly recognizing the strategic importance of the town's situation as a rail hub connecting it to remove areas were wholesale grocers Little and Co. and Schnull and Col, wholesale druggists Henneman and Duzen and the Eagle Machine Works, makers of farm threshers and separators. Over a dozen hotels thrived during the era, the most lavish of which was that of Hervey Bates on the corner of Washington and Illinois Streets. (The "Bates House" was the setting for a memorable address by President Lincoln and was eventually sold to Henry Claypool for \$106,000.)

Northwestern Christian University opened its doors in 1855 uniquely promising admission to all regardless of sex, race or color. (Its principal backer was an outstanding leader in the community, Ovid Butler, for whom the University was later renamed.)

By the mid-1850s most of the streets in the Mile Square had been improved. After a false start abruptly ended with the "Beer Riots" of 1855, Indianapolis established a viable police force and by 1859, had effectively brought the town's strongly independent volunteer fire departments



under one chief engineer. In 1852, the State Fair held its initial meeting and in 1860 located a "permanent" site in Henderson's Grove at 19th and Alabama.

The Free Banking Act, passed by the State's 1850 Constitutional Assembly, had dramatic consequences for Indianapolis and the State. In approving a charter for the Third State Bank of Indiana, the new constitution forced the State to withdraw from its 50 percent ownership of the Second State Bank. A decision was made to close the bank. But, unknown to the State, a group of its principal investors began preparation for a new charter and so effectively worked to position its people in the legislature that the charter was passed by the General Assembly over the veto of Governor Joseph A. Wright.

Deftly manipulating the timing of and access to the subscription books, most of the stock was bought by board members and their confederates. Later investigation substantiated that, among other statewide abuses, the subscription book had been opened for only 15 minutes in an out-of-the-way location in Indianapolis and that most of the stock was bought by W.C. DePauw, who immediately sold it to those involved in the scheme at a substantial profit. Governor Wright denounced the events as constituting "a dark page in the annals of fraud" while others considered it a textbook exercise in capitalistic economics.

The 1850 legislation also attempted to create a source of currency less conservative than the existing system—one that was flexible and better able to react to the rapidly changing demands of the local economy. Conceived in good faith, the effort was a dismal failure as inept, speculative and dishonest "wildcat" banking institutions sprang up overnight issuing currency that later proved worthless. They had brought total chaos to the local currency market and business came to a standstill that only a civil war would restart.

Representative buildings from this time period are Christ Church Cathedral (1859) at 125 Monument Circle, the Staub House (1859) at 342 North College and the Holland and Ostermeyer Building (1867-68) at 29 East Maryland.



*English's Hotel and Old English Opera House
Indiana Historical Society, Bass Photo Collection, 20636*

1861-1872: CIVIL WAR EXPANSION

The political and moral turmoil of the 1850s over the question of slavery resulted in the secession in 1860 of South Carolina from the Union. Ten other southern states quickly followed and the government faced the issue of "whether this union shall persevere." Although deeply divided on the issue, Indiana's stance was strongly defined in November 1860 during a post-election speech by the successful candidate for lieutenant governor, Oliver P. Morton. His words, "If it is worth a bloody struggle to establish a nation, it is worth one to preserve it," made him an instant and controversial national figure.

Becoming governor in January with the appointment of his running mate, Governor Harry S. Lane, to federal office, Morton set about with his customary vigor to prepare and execute Indiana's strategic role in the "War of Emancipation." As volunteers poured into Indianapolis (12,000 in the first week), he appointed Col. Lew Wallace adjutant general, Isaiah Mansur (the owner of a local pork-packing plant) head of a commission to feed the troops and Thomas Morris (the pioneer railroad man) quartermaster general. He designated the old fairgrounds Camp Sullivan and the new fairgrounds Camp Morton directing the immediate conversion of the horse barns to barracks. Before the end of the war, Indianapolis had 24 camps in operation, the largest of which was Camp Carrington between the Canal and Fall Creek near 15th and Missouri streets.

The impact of the war on the local economy was prodigious. It brought prosperity as well as inflation and privation. Businesses furnishing

clothes, food and medicine made fortunes. Glasser and Mitchel Co., founded by a German immigrant, mass produced clothing under government contract and Kingan and Company, Ltd. became the world's largest packer of pork.

The Civil War changed the economic and commercial base of the city for the next century. Concentrating along the rail lines south, east and west of the city, businesses multiplied and flourished: cotton and woolen mills, pork packers, foundries, glassworks, buggy and wagon works, saw works, wheel works, paper mills and factories that produced pumps, starch, varnish, pianos and sewing machines. The city's tax base doubled in five years and reached \$30,000,000 by 1870.

The National Currency Act of 1863 gave the city six new banks in that year. Two survive today: Indiana National Bank and Merchants National Bank.

Perhaps the best indicator of the radical growth the city was undergoing was the amount of manufacturing investment being made in its economy. This barometer increased from \$467,000 in 1860 to \$8,500,000 in 1870. In the same year, real estate sales were booming and exceeded \$5,000,000 in value.

The city expanded on all sides into neighborhoods such as Waterloo, Bucktown,



*Christ Church Cathedral, 1900
Indiana Historical Society, Bass Photo Collection*



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*Saint John's Catholic Church, 1903
Indiana Historical Society, Bass Photo Collection, 841*

Kinderhook, Germantown, Cotton Town and Stringtown; and suburbs such as Brightwood, Belmont, Mount Jackson, Haughville, Woodruff Place and Irvington began to flourish. Mayor John Caven (among the city's most popular, having been elected to five two-year terms) personally drove the Street Railway Company's first mule-drawn streetcar down Illinois Street to Union Depot inaugurating the city's first urban transportation system.

The public school system kept pace with the dramatic population increase (the greatest increase in the city's history in terms of percentage increase) under the outstanding leadership of Superintendent A.C. Shortridge. Parochial schools flourished, Indiana Medical College was founded and the city's first business college opened its doors offering, among other things, the city's longest title: "The Indianapolis Practical Business, Military and Lecture College."

Representative buildings of this era are Saint John's Catholic Church (1871) at 121 South Capitol Avenue, Morrison Opera Place (1871) at 47 South Meridian Street and the Nickum/Holstein House/James Whitcomb Riley Home (1872) at 528 Lockerbie Street.

1873-1888: POST-WAR DEPRESSION

Indianapolis had to catch its breath. The Civil War economy and the momentum that carried it into the early 1870s had been characterized by hectic and uninterrupted growth. The bubble suddenly burst with the startling failure of the New York Banking House of Jay Cooke and Col and the government's return to the Gold Standard. Its unexpectedness set off the financial panic of 1873.

Industry virtually ground to a halt in Indianapolis. Statewide, over 1,000 businesses failed. Over-extended real-estate investors and individual entrepreneurs like James Woodruff were hard hit. New industrial buildings remained unfinished. Even prosperous businesses cut production.

The Panic of 1873 engendered a strong resentment against the Eastern banks and exchanges that were suspected of controlling the economy to their advantage. One result was the formation of the "Greenback Party" that exemplified the strong feeling that had emerged for government control of the currency. Despite the recession (or perhaps due in part to it) the retail sector of the economy consolidated and began to expand. Lyman S. Ayres bought out N.R. Smith and Company's "One-Price, Wide Awake Trade Palace," the When Building (now the Ober Building) opened, to be followed shortly by the H.P. Wasson, L. Strauss and William H. Block establishments.



Union Station Depot

In 1876, Col. Eli Lilly opened a small pharmaceutical firm at 15 West Pearl Street. It quickly grew from a staff of three managed by his son Josiah to a major local business employing 100 workers and a dozen traveling salesmen. This was only the beginning. Eli Lilly and Company has been a major factor in the city's economic, political and social growth for over 100 years, the complete history of its impact on Indianapolis having yet to be written.

Mayor John Caven did not wait for the economy to heal itself. In an effort to put more people to work, he sought ways to attract new business to the city. He proposed an actively promoted the building of a "Belt Railroad" around the southern half of the city that would connect all the railroads coming into the city with Union Depot and each other. The plan was implemented after several false starts and helped position Indianapolis for its next phase of development despite having rendered several communities south of the Circle virtually inaccessible due to train blockage of access roads.

Several buildings constructed during this era provide a visible reflection of the times: Pierson-Griffiths House/Kemper House (1873) at 1028 North Delaware, Hammond Block (1874) at 301 Massachusetts, City Market (1886), Indiana State House (1888) and Union Railroad Station (1888).



*Union Station, 1903
Indiana Historical Society, Bass Photo Collection, 824*



1889-1916: THE FLOWERING OF INDIANAPOLIS

Older residents looking back at the 1880s and 1890s could view them as golden years in the city's history. In an atmosphere of relative social, economic and political calm, the city prospered. The capital was virtually rebuilt with new and sometimes controversial brick and stone buildings rising one after the other in all areas of the Regional Center. Amid the growth, however, chroniclers reported that Indianapolis maintained a small-town atmosphere where people for the most part knew and respected each other.

The city grew beyond the Mile Square to encompass an area of 20 square miles and was home to 175 places of worship, 500 grocery stores and 1,100 factories. Sixteen railroads entered the city providing 150 arrivals and departures a day. Seven daily newspapers were published (two in German). As more German, Irish and Eastern Europeans arrived, accompanied by a steady influx of African Americans from the South, its population grew to 233,650 by 1910. The railroads and a plentiful supply of gas (although short-lived) and coal continued to attract new industry such as the Thomas J. Madden Co., the Indianapolis Manufacturing Co. and the Parry Manufacturing Co.

The Commercial Club (the forerunner of the Chamber of Commerce) was founded in 1890 by William Fortune and Col. Eli Lilly. Its officers were David M. Parry, A.C. Ayres, Evans Woolen and A.B. Gates. Created to promote business in the community, it set an important precedent when it launched a joint effort with government to modernize the city charter, improve streets and the sewage system and establish a University of Indianapolis and a park system. The public-private approach to the city's growth and vitality has served the Indianapolis community well over the years.

Indianapolis' own Benjamin Harrison became the 23rd president (actually having lost the popular vote and being elected on the basis of an electoral vote majority) and was present at the dedication of the 284-foot Soldiers and Sailors Monument dedicated to the common soldier. A spectacular new post office was opened in 1905

on Ohio Street. In 1912, the 17 story Merchants Bank Building rose as the city's first skyscraper at the corner of Washington and Meridian Streets. (It remained the state's tallest building for 50 years until the new City-County Building was built in 1962.)

In 1881 the City Council had grudgingly granted a franchise to the Indianapolis Light and Power Company for what it termed their "so-called electric lights," thus effectively ending the gaslight era Downtown. By 1898, 340 electric trolleys banged and ricocheted over 100 miles of tracks adding to the general confusion of pedestrians, trains, horses, carriages and the newly-arrived interurban and "horseless carriages."

Hoosiers fell in love with the motorcar. At one point Indiana produced 71 different cars such as the Marmon, Stutz, Duesenberg, Empire, Premier and Waverly. The rise of the interurban electric car was more spectacular in Indiana than

anywhere in the country. By 1908, 2,300 miles of interurban track had been laid and over 400 "Windsplitters" arrived and departed each day from the world's largest traction terminal on West Market Street.

The city not only worked hard—it played hard. The times gave rise to an entertainment district called "The Levee" that extended from Union Depot north on Illinois Street where it spilled over onto Market Street. It was a gaudy, bawdy strip of night clubs, gambling houses, honky tonks and bars that never seemed to close. The 1890 Census takers noted that the town contained almost as many brothels as New York City. It was axiomatic that "The Levee" became the bane of politicians, clergymen and editors alike for almost 50 years.

Indiana writers of the time dominated American popular literature. The works of James Whitcomb Riley, Kin Hubbard, Mary Hartwell



Washington Street east from Illinois Street, 1902
Indiana Historical Society, Bass Photo Collection



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Athenaeum, c. 1912
Indiana Historical Society, Bass Photo Collection, 19651

Catherwood, Meredith Nicholson and Booth Tarkington led the Indianapolis contingent of authors, many of whom were published by the Bobbs Merrill Company, the third largest publishing house in the country.

The most colorful mayor of the period (and the most powerful) was Thomas Taggart who firmly controlled on of the most dominating political organizations in the city's history. Realists knew that if Taggart as behind a project it would succeed, if not—they had better look for another project. Having served as Democratic National Chairman, he returned to the city where he continued to wield political power. (He built the famous French Lick Springs Hotel that came to be known as the "Tammany Hall of the Midwest.")

During this time, John Hook established a chain of Hooks Economy Drug Stores that, under the management of his son Augusta "Bud" Hook, expanded to 123 stores. William H. Block and Co., L.S. Ayres and Co., L. Strauss and Co. and the Wasson Co. all acquired larger quarters in Downtown. The city was known as an open shop town with cheap labor and a favorable business climate. As such, there were fortunes to be made. The era produced the country's first African American woman millionaire, Madame C.J. Walker.

The labor movement found a sympathetic home in Indianapolis. It became a center for workers' union movements and John L. Lewis set up the headquarters of his United Mine Workers Union on the 11th floor of the Merchants Bank Building. The issue of labor versus the new capitalism arising in the land was epitomized in the views and lives of two Indianapolis men: David M. Parry and Eugene V. Debs.

David M. Parry was the spirit of the new capitalism incarnate. He believed that "it is the business of every man to honestly get all he can." He was one of the most outspoken foes of organized labor in the country and regarded unionism as outright rebellion against the government that must be put down in any manner necessary.

Eugene V. Debs had seen the American Railway Union he had founded crushed by the railroads, politicians and the courts. He joined the Socialist Party and was five times nominated its presidential candidate. During World War I, he was jailed under the Espionage Act. Nominated while in jail, he still polled over 900,000 votes—an indication of the growing discontent with the form of capitalism prevalent at the time.

Representative structures of this time period are the Das Deutsche Haus (1894), the Blacharne Apartments (1895), City Hall (1910) and Cole Motor Car Company (1914).

1917-1940: THE GREAT WAR AND THE GREAT DEPRESSION

As the war in Europe loomed more ominously on the horizon, Governor James Goodrich took a series of steps that presumed America's inevitable entrance into the conflict. He called a conference of all food producing sectors of the economy to mobilize production and appointed Richard Lieber his military secretary in a move calculated to rally support from the local German population as well as gear the industrial sector for war production. The Chamber of Commerce set up a war contracts division and railroads mobilized. Will H. Hays and Tom Taggart were appointed co-heads of the State Council of Defense.

Industry roared into full-scale production and the Indianapolis economy once again resembled the boom times of the 1880s with labor in short supply, wages on the rise and most segments of the economy operating at capacity fueled by new money pouring into the city in the form of defense contracts.

Indiana's celebration of the Armistice of 1918 was on the grand scale. The 1920 General Assembly authorized construction of a five-block War Memorial Plaza, anchored by the War



Walker Building, 1977
Indiana Historical Society, Bass Photo Collection

Memorial Building (1933), that would also house the headquarters of the newly-formed American Legion. The Memorial became a landmark equal in prominence to the Soldiers and Sailors Monument three blocks south on the Circle.

Supremely satisfied with itself as a world leader and enjoying the affluence of the post-war era, the nation, along with Indianapolis, launched into what has been described as one of the giddiest, gaudiest, most tasteless, happiest and saddest eras in history—The Roaring Twenties. The excesses of the times also manifested themselves in the rise to prominence and power of locally-based Rev. Seitz Shumaker, superintendent of the Anti-Saloon League and—far more tragically—D.C. Stephenson, Grand Dragon of the Ku Klux Klan.

As the new sound of Jazz moved north, brought by African Americans who had created it, Indianapolis became a jazz center to rival Chicago in prominence. From the local scene, legendary figures such as Slide Hampton, J.J. Johnson and Wes Montgomery, as well as Hoagy Carmichael, went on to national acclaim and Indiana Avenue or "The Avenue" began to gain the prominence that blossomed in its music of the 1930s, 40s and 50s.

It was also a time of continued industrial growth as the economy adjusted well to the post-war era. New corporations moved to Indianapolis (P.R. Mallory, Westinghouse Lamp and RCA), the first of the State highways ran out of the Mile



Square accommodating the new auto age and a building boom saw the Downtown construction of low-cost "cottages" as well as the new club-office-hotel developments such as the Columbia Club that rebuilt at its current Monument Circle site in 1925.

The party ended on October 29, 1929 as the New York Stock Exchange's "Black Tuesday" ushered in the "Great Depression." As money sources dried up and the value of the currency plummeted, development was frozen. Banks failed; factories closed or went on a part-time basis; wages fell dramatically as unemployment soared. Bankruptcies were commonplace; Regional Center stores were boarded; foreclosures increased drastically; and tax delinquencies doubled.

Hard times brought political change. Franklin D. Roosevelt was swept into power in a landslide in 1932. He was outpolled locally by Indiana's new governor, Paul Vories McNutt. Supported by a Democratic majority in both houses of the legislature and ably assisted by Frank McHale and Pleas E. Greenlee, McNutt's administration was able to pass legislation that would have been unthinkable even a few years previously. Although very little development went on in the 1930s, his economic legislation set a new basis for government financing and revenue generation.

Representative buildings of the era are Circle Theater (1916), Chamber of Commerce (1926), Walker Building (1927) and Lockefield Gardens Apartments (1937).

1941-1969: EXPANSION AND URBANIZATION

While the population as a whole was drawn up in the ideological and political issues of the war that was raging in Europe, many also had come to view it as a business opportunity. When the country formally entered the Second World War in 1941, the Chamber of Commerce had already moved to convert Indianapolis' metalworking industry to defense production. The city quickly became "Toolmaker to the Nation" as hundreds of plants turned out products of war. Once again, war proved to be the remedy that shook the city out of its pre-war economic lethargy.



View of "Mile Square" in 1929
Indiana Historical Society, Bass Photo Collection, 214810F

Industrial production grew from \$140,000,000 in 1939 to \$940,000,000 in under a decade. Factory employment more than doubled (30,000 in the production of transportation equipment alone). National business firms such as Bridgeport Brass, Ford, Chrysler, RCA and Western Electric located or expanded locally. A new trend of mergers with large, out-of-state companies accelerated. By 1950 the population increased to 427,173 and one of every four Hoosiers resided in Indianapolis.

Conservatism once again ruled the day in the capital. A conservative publisher and radio station owner, Eugene Collins Pulliam, acquired the Indianapolis Star expanding its publishing facilities on North Pennsylvania Street. Four years later, the Indianapolis News was acquired and the publication of both dailies consolidated at the same facility.

Local business and politics alike vehemently opposed many of the New Deal policies and

programs of the Roosevelt administration and increasingly fought what they saw as the intrusion of the federal government in local affairs under the Truman and Eisenhower administrations. The issue became one of States' rights versus federal financial aid. The state went so far as to go on record in 1953 as opposing federal aid (seen as intervention) to the states when it passed legislation opening welfare rolls to the public, thus intentionally jeopardizing \$36,000,000 in federal welfare assistance.

Ultra-conservatism became embodied in the principles of the Indianapolis-based John Birch Society. Less extreme conservative groups such as the Americans for Conservative Action, the For America Committee and the Citizens' Committee for Research united behind the anti-Communist movement and other conservative causes.

The most effective conservative influence of the city was William Henry Book. Executive Vice-



APPENDIX A: HISTORY OF DEVELOPMENT

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

President of the Chamber of Commerce, Book wield power in the tradition of Morton, McNutt, Taggart and Stephenson and it was generally conceded that he “ran” Indianapolis from his offices overlooking University Park on Meridian Street.

During this period, growth in the Regional Center had come to a standstill as the more affluent looked to the suburbs, business followed and government struggled to keep up with outlying growth. Signs of neglect were everywhere by the 1960s and what was once the thriving urban core of the city began to show signs of abandonment and relegation to the poor.

A stand was taken by the City with the construction of a new 28 story City-County Building (1962) in the 200 block of East Washington Street (then the city’s tallest structure) and the inauguration of “Project H,” a large-scale redevelopment effort from which rose Riley Towers (1964) and –18 years later—Renaissance Place. Mayor John J. Barton, drawing on the community’s strength, convened a forum of business, private and government leaders—the Greater Indianapolis Progress Committee—whose principal charge was the overall betterment of the city with emphasis on the revitalization of its central business district.

During the 1960s, three Regional Center properties were added to the National Register of Historic Places. The Lockerbie Square Historic Area was declared the first local historic district in 1968.

The American Fletcher National Bank (1959) at 101 Monument Circle and the IU Law School (1969) were constructed during this period.



Circle Centre mall and South Illinois Street, 2003

1970-2003: REORGANIZATION AND REVITALIZATION

In reversing the decline of the Regional Center, the successive administrations of Mayors John J. Barton, Richard G. Lugar, William H. Hudnut, Stephen Goldsmith and Bart Peterson have relied on tested strategies of dedication, growth-oriented public investment and a public-private partnership that draws on the community’s inherent pride in itself and its city. The Greater Indianapolis Progress Committee has continued to establish community-based task forces to analyze and recommend action on some of the City’s most difficult problems.

Growth in the Regional Center during the 1970s was slow. Office space growth, a prime indicator of the Downtown economy, was 1.7 million square feet on a base of 6.5 million square feet. There was no significant net growth in the area’s hotel rooms, housing units, or retail space. During this time period, 19 properties plus the Lockerbie Square Historic Area were added to the National Register of Historic Places. The Old Northside Historic Area was declared a local historic district.

The 1980s were boom years, however. Over \$200 million was invested in 1,400 new and rehabilitated housing units, beginning the residential trend that continues today. This time period was very important in terms of National Register of Historic Places nominations for Regional Center properties and historic districts. Thirty-five properties were added to the Register plus the Apartments and Flats of Downtown Indianapolis Thematic nomination added 36 apartment or flat properties to the Register. In addition seven historic districts were added and the boundaries of the Lockerbie Square Historic District were expanded as they were for the local district, also. Chatham-Arch Historic Area, Fletcher Place Historic Area and Lockefield Gardens Historic Area were declared local historic districts. Much economic development and rehabilitation has occurred in these areas.

The 1990s witnessed a renaissance in the Regional Center that was brought about by decades of steady revitalization efforts. After 15 years of planning, lawsuits, demolition and construction, Circle Centre mall opened to

become one of Simon Properties’ top grossing malls in the nation. (It was also one of the only malls to open that did not require the addition of a single lane of road.) Nearly 1,000 new hotel rooms were added to the Regional Center during the decade and several expansions at the Indiana Convention Center helped to establish Indianapolis as a nationally-competitive convention host. Development continued along the historic Central Canal and in White River State Park, where the NCAA Headquarters, Indianapolis Zoo, White River Gardens, Eiteljorg Museum of American Indians and Western Art and Victory Field were constructed, followed in 2002 by the Indiana State Museum.

Market Square Arena, built for the Indiana Pacers in 1974 was demolished after the Conseco Fieldhouse was constructed as the Pacers’ new home. Hundreds of new housing units were built in the 1990s, with millions of dollars in additional investment planned. With the 2000 census, the long but slow decline in population in the Regional Center since 1960 has finally stabilized.

From 1990-2003, ten properties and three historic districts were added to the National Register of Historic Places. St. Joseph Historic Area and the Wholesale District Historic Area were added as local historic districts and Ransom Place Historic Area and Fayette Street Historic Area were declared local conservation districts.

Representative structures of this period are Indiana National Bank (now Union Planters Bank), 1970; Innerloop freeway, 1976; National City Plaza, 1977; American United Life, 1982; RCA Dome, 1984; Bank One, 1990; Circle Centre Mall, 1995; Indianapolis Artsgarden, 1995; Conseco Fieldhouse, 1998; Emmis Communications, 1997; and NCAA Headquarters, 1999.



DEMOGRAPHICS

INTRODUCTION

This section has been prepared to convey current data about the Indianapolis nine County Metropolitan Statistical Area (MSA) and the Indianapolis Regional Center. The table also indicates percent change from 1990 to 2000. Data projections, when available, are discussed in the text body.

POPULATION AND HOUSING CHARACTERISTICS

The Regional Center's total population in 1990 was 18,911 persons living in 11,400 housing units. In 2000 it rose to 22,373 in 11,077 housing units. The increase in population is largely due to an approximate doubling in group quarters such as nursing homes and jails.

The actual number of housing units declined by 323 during the 10-year period as some housing projects became dilapidated or were demolished and others were emptied to await renovation. (It is important to note that the Census only counts units that it deems habitable, so many units that exist but are deemed not habitable may not have been included in the Census count.) Although there was a decrease in the overall number of housing units, the number of owner occupied housing units has increased by 20 percent from 1,998 units in 1990 to 2,300 units in 2000. In 2000, owners occupied 25 percent of the Downtown housing units compared to only 22 percent in 1990.

Data Item	1990	2000	1990-2000 Percent Change
MSA Total Population*	1,249,822 ¹	1,607,486 ¹	29
Marion County Total Population	797,159 ¹	860,454 ¹	8
Regional Center Area (Sq. Mi.)**	5	7	28
Regional Center Total Population***	18,911 ¹	22,373 ¹	18
Regional Center Housing Units+	11,400 ¹	11,077 ¹	-3
MSA Hotel Rooms	15,845 ²	20,788 ²	31
Regional Center Hotel Rooms	3,705 ³	4,678 ³	26
Convention Visitors	573,235 ²	822,914 ²	44
MSA Employment	651,123 ⁴	821,896 ⁴	26
Regional Center Employment	109,079 ⁴	127,335 ⁵	17
IUPUI Students	n/a	26,102 ⁶	n/a
Indiana Business College Students	n/a	750 ⁷	n/a
Regional Center Trip Ends	227,000 ⁸	243,800 ⁸	7
Parking Spaces (In Mile Square Area)	45,595 ⁹	49,651 ¹⁰	9

* MSA Designation of Boone, Hamilton, Madison, Hancock, Shelby, Johnson, Morgan, Hendricks and Marion counties.

** The size of the Regional Center planning area increased in 2000. For consistency of comparison, 1990 information is based on the same geographic area as used for 2000.

*** In 2000, the Bureau of the Census changed the way it counted institutionalized populations. See the Population and Housing Characteristics section for a further discussion.

+ These numbers vary from those previously stated in the Living Downtown section as a result of differing methodology for aggregating Census data.

Data Sources:

1. U.S. Bureau of the Census, *1990 and 2000 Summary File 1 Data*
2. Indianapolis Convention & Visitors Association
3. Indianapolis Convention & Visitors Association and Indianapolis Downtown, Inc.
4. United States Department of Transportation, Bureau of Transportation Statistics, *Census Transportation Planning Package*
5. Claritas, Inc., 2003
6. IUPUI Office of the Registrar, Fall 2002 enrollments (Indianapolis and Columbus) - 29,026 students from 48 states and 125 countries
7. Indiana Business College, 2003 enrollments at Indianapolis Business Division Campus only
8. Indianapolis Metropolitan Planning Organization, *Travel Demand Model*
9. Division of Planning, *1990 Indianapolis Regional Center Parking Study*
10. Indianapolis Downtown, Inc.

Occupancy has also improved during the period. In 1990 approximately 20 percent of the Census-counted housing units were vacant compared to 14 percent in 2000. Housing production also has been increasing since the 2000 Census with 991 units completed or under construction. This equates to 330 units per year. IUPUI constructed an 800-bed student apartment complex, which is an important step in helping increase the University's student presence in the area. The IUPUI Campus Planning Framework includes proposals for a total of 1,880 student beds.

Along with home ownership, income is increasing in the Regional Center. In 1990 only 19 percent of the households in the Regional Center earned at or above the median household income of \$31,655 for the Indianapolis MSA. By 2000, 28 percent of the Regional Center households were earning at or above the MSA median household income of \$45,548.



APPENDIX B: DEMOGRAPHICS

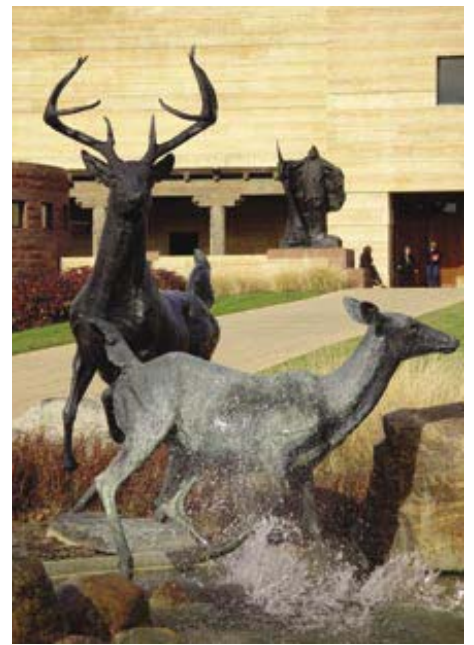
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PLANNING DOWNTOWN'S FUTURE TODAY



Farmer's market on Market Street



Downtown skyline from White River State Park



Deer fountain at the Eiteljorg Museum



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APPENDIX C: CREDITS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

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GLOSSARY OF TERMS

Advanced Manufacturing: New manufacturing techniques and automation machinery design combined with information technology, microelectronics and new organizational practices in the manufacturing process. Examples are the development of computer controlled machine tools, robots and advanced sensors and materials requirements planning (MRP) programs, statistical process monitoring and team organization.

Affordable Housing: A housing unit (owned or rented) that costs the occupant less than 30 percent of the occupant's income. Numbers vary based on family size.

Americans with Disabilities Act (ADA): The Americans with Disabilities Act gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age and religion.

Arts Council: The Arts Council of Indianapolis builds the community through the arts by developing visibility, funding, audiences, information and partnerships. Supports Indianapolis-area arts organizations and approximately 50 local artists through a variety of services.

BioCrossroads: A life sciences initiative to market and develop the economic future of the city and region. A major physical component of the initiative is a life sciences district Downtown to build off the presence of existing research and health industry leaders like IUPUI, IU Medical School, Clarian Health and Eli Lilly and Company.

Biomedical: The application of the principles of the natural sciences to clinical medicine.

Bio-Swales: Open channels possessing a dense cover of grasses and other herbaceous plants through which runoff is directed during storm events.

Board of Zoning Appeals (BZA): The Board of Zoning Appeals holds public hearings and makes decisions on variances of the zoning ordinances, special exceptions specifically allowed by the zoning ordinances, appeals of administrative decisions and approval petitions for modifications of previously approved petitions. There are three divisions of the BZA, and each division has five members.

Brownfield: Abandoned, idled or under utilized industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination.

Capital Improvement Board (CIB): A board that is empowered to finance and manage public capital improvements in Marion County. Examples are the Indiana Convention Center and RCA Dome, Victory Field and Conseco Fieldhouse.

Central Indiana Corporate Partnership (CICP): The Central Indiana Corporate Partnership is intended as a forum for CEOs for setting broad priorities for initiatives affecting the growth and vitality of the Region and to direct corporate resources toward those initiatives that will have the most positive impact on the identified priorities. Members include CEOs from a geographic Region that includes Bloomington, Lafayette, Anderson, Muncie, Columbus, Shelbyville, Carmel and Indianapolis.

Charter School: Secular, tuition-free public schools that control their own curriculum, staffing, internal organization and budget. The "charter" is a performance contract entered into with a sponsor that explains what the school will attempt to accomplish, how student performance will be measured and what levels of achievement it will attain. Charter schools are freed from most of the regulations governing traditional public schools; however, they must meet the highest academic standards.

CICOA Aging and In-Home Solutions: Formerly Central Indiana Council on Aging, this agency serves persons 60 years of age and older. Programs included are Indy Senior Classic, Senior Enterprises, Hot Lunches, Home-Delivered Meals, Home Health Aide, Senior Care Management, CHOICE, Homemaker Services, Signal of Security and the Senior Information and Assistance Center.

Circulator: Surface transportation with frequent service to improve access and connect Downtown activity destinations offering an alternative to the automobile.

Clean Air Act: The 1990 Clean Air Act is a federal law covering the entire country. Under this law, EPA set limits on how much of a pollutant can be in the air anywhere in the United States, ensuring that all Americans have the same basic health and environmental protections.

Coalition for Homelessness Intervention and Prevention (CHIP): A coalition of many different organizations and individuals working together to establish homeless prevention programs and help keep families from losing their homes.

Combined Sewer Overflow (CSO): An overflow of the combined sanitary and storm sewers, usually during periods of heavy rain.

Community Action of Greater Indianapolis (CAGI): An agency that offers such services as seasonal heating assistance, weatherization and housing, Project Head Start and the Foster Grandparent Program.

Community Centers of Indianapolis (CCI): An agency that coordinates the efforts of multi-service and community centers in Indianapolis. The centers offer a vast array of human services to bring programs to people of all ages; to link up social, cultural, educational and recreational needs; and to offer solutions that enrich the community.

Community Development Block Grant (CDBG): As an entitlement city, Indianapolis annually receives HUD-sponsored CDBG funds. Eligible programs and projects include a wide range of community and economic development activities aimed at revitalizing decayed urban areas and benefiting low- and moderate-income persons.

Community Development Corporation (CDC): A nonprofit organization usually established by concerned residents who reside in a decaying or blighted neighborhood. The purpose of the organization is to engage in development activities such as home owner repair, home rehabilitation, new home construction and commercial revitalization projects.

Core or Downtown Core: The heart of Downtown Indianapolis usually taken to mean the 16-block Core bounded by New York Street on the north, Delaware Street on the east, Maryland Street on the south and Capitol Avenue on the west.

Core Employment: A central and often foundational type of an employment industry that is distinct from the enveloping part by a difference in nature. Services, manufacturing, government, retail trade, finance, insurance and real estate make up the Regional Center's core employment categories.



APPENDIX E: GLOSSARY OF TERMS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
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Creative Class or Creative Professionals or

Creative Sector: People for whom creativity is a key factor in their work in business, education, health care, law or some other profession.

Critical Area: Areas that are currently under study or are likely to experience significant development or redevelopment pressure and become essential elements in the Plan's implementation.

Cultural Trail: A proposed urban greenway concept with dedicated lanes for bicycles and pedestrians, separated from vehicular traffic within existing public rights-of-way. This trail would link cultural districts, features and attractions of the Indianapolis Regional Center and provide a Downtown hub of existing and proposed greenway trails.

Cultural Districts: An outgrowth of the Indianapolis Cultural Development Initiative, the purpose of the Cultural Districts Program is to strengthen Indianapolis and central Indiana as a unique destination by facilitating the growth of cultural districts or hubs which offer a critical mass of cultural activity. Districts for initial focus are Broad Ripple, Fountain Square, Mass Ave, the historic Central Canal/White River State Park and the Wholesale District including Monument Circle.

Cultural Tourism: Culture-related travel.

Cultural Tourism Initiative or Cultural Development Initiative: An initiative of Mayor Bart Peterson, the Arts Council of Indianapolis, the Indianapolis Convention & Visitors Association and Indianapolis Downtown, Inc. to increase cultural tourism's economic and quality of life impact on the community.

Damien Center: The Damien Center provides services to persons in central Indiana infected with HIV/AIDS, as well as their friends and families.

Database: Stored information that is usually kept in the form of a computer table, chart or file.

Department of Metropolitan Development (DMD): A City department that plans and implements projects and services focused on jobs, economic development, affordable housing and the empowerment of neighborhoods through citizen participation.

Department of Parks and Recreation (DPR) or Indy Parks: A City department with responsibility for the acquisition, improvement and upkeep of the City's parks. In addition, DPR facilitates sports and recreation programs for the residents of Indianapolis.

Department of Public Safety (DPS): A City department that maintains order and protects the rights and property of Indianapolis residents. The department's divisions include Police, Fire, Emergency Management Planning, Animal Control and Weights and Measures.

Department of Public Works (DPW): A City department that plans, designs and constructs streets and roads in Marion County and is responsible for sanitation, including trash pickup and sewage disposal. DPW is also responsible for planning infrastructure and designing sanitary and storm water systems, wastewater treatment systems, drains and levees and completing flood control projects. Other activities include wastewater treatment and disposal, maintenance of infrastructure, street maintenance and the protection of city environmental resources.

District: An area that generally has an homogenous character and/or very strong edges.

Division of Planning (DOP): A division of the Department of Metropolitan Development that administers subdivision and zoning regulations, updates zoning ordinances in its Current Planning Section and analyzes community conditions, makes projections and recommends plans for private and public projects in its Long-Range Planning Section.

Dwelling Units Per Acre (DUA): The number of housing units per acre of land for a particular housing development or area.

Eminent Domain: The right of a government to acquire the lands and rights necessary for a public use if the government is unable to agree with the owner on damages or the purchase price. The government may exercise eminent domain to condemn the land or right necessary to carry out a public use.

Employment Threshold: The amount of education or training necessary to make a person employable.

Environmental Protection Agency (EPA): A federal agency with the mission to protect human health and safeguard the natural environment, i.e. air, water and land, upon which life depends.

Expressways: Access controlled routes with design and operational characteristics similar to freeways, with some intersections at grade.

Fiber Optics: The science or technology of light transmission through very fine, flexible glass or plastic fibers.

FIRE: Finance, Insurance and Real Estate.

First Flush: Most of the older City of Indianapolis is served by combination sewers that overflow into streams during periods of high rainfall. The early phase of this process creates a "first flush" that dumps raw sewage and pollutants that are concentrated and more hazardous than later more diluted phases.

Floodplain: A plain bordering a river and subject to flooding.

Floodway: A channel for an overflow of water caused by flooding.

Floor Area Ratio (FAR): The total floor area on a lot divided by the lot area.

Freeways: Divided highways with full control access and grade-separated interchanges designed for relatively high-speed operation. Primary function is movement of traffic, in particular long trips made within and through the study area.

Gateway: An arrival or departure point of a district.

Goal: The end toward which planning and development efforts are directed. Goals are broad based in nature, but they are more refined than values.

GRADES: Group for the Renewal, Accountability and Development of Excellent Schools is an independent civic group outlined in recent IPS grant requests. This group is expected to develop a set of benchmarks to monitor progress and celebrate successes. It will provide a forum for effective implementation of IPS's strategic plan, review and constructive resolution of issues and a reporting function to the community.

Great Cities' Universities Coalition: Incorporated in 1998, the Great Cities' Universities Coalition is a nonprofit, 501(c)(3) University-driven organization that believes a key to revitalizing urban America is to harness the knowledge and intelligence resources of public urban universities and direct them toward solving contemporary problems.

Greater Indianapolis Chamber of Commerce: The mission of the Greater Indianapolis Chamber of Commerce is to solve problems on behalf of its members and to be a leader in advocating solutions for all businesses in Indianapolis and central Indiana. The Chamber represents the business community on issues such as education reform, workforce initiatives, economic development and infrastructure enhancement.

Greater Indianapolis Progress Committee (GIPC): Established in 1965, GIPC is a non-partisan organization of business, civic, religious and educational leaders that advises the mayor on community concerns.



“Green” Buildings: Buildings that incorporate the principles of energy efficiency and sound ecological practices.

Greenspace: A park or other landscaped area.

Greenway: A corridor of undeveloped land, as along a river or between urban centers, that is reserved for recreational use or environmental preservation.

High Occupancy Vehicle Lanes: Lanes that allow only motor vehicles carrying two or more persons, including the driver, depending on local regulations.

High Speed Rail: An inter-city passenger ground transportation that is time-competitive with air and auto for travel markets in the approximate range of 100 to 500 miles.

Historic Landmarks Foundation of Indiana (HLFI): A statewide, private, nonprofit, membership-supported organization established to promote the preservation and restoration of Indiana’s architectural and historic heritage.

Homeless Person: According to the U.S. Department of Housing and Urban Development, a homeless person is an individual who lacks a fixed, regular and adequate nighttime residence or has a primary nighttime residence that is a) a publicly supervised or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters and transitional housing for the mentally ill); b) an institution that provides a temporary residence for individuals intended to be institutionalized; or c) a public or private place not designed for or ordinarily used as, a regular sleeping place for human beings.

Household: A household includes all the persons who occupy a housing unit. The occupants may be a single family, one person living alone, two or more families living together or any other group of related or unrelated persons who share living arrangements.

Housing Units: A housing unit is a house, an apartment, a mobile home or trailer, a group of rooms or a single room occupied as separate living quarters or, if vacant, intended for occupancy as separate living quarters. Separate living quarters are those in which the occupants live and eat separately from any other persons in the building and which have direct access from outside the building or through a common hall.

Iconography: The art of creating an image.

I-Light: A very high-speed fiber optic network.

Incubator: A place or situation that permits or encourages the formation and development of new ideas.

Indiana Chamber of Commerce: The mission of the Indiana Chamber of Commerce is to work proactively on behalf of its members and constituents by providing a world-competitive business climate throughout the state in order to provide the maximum opportunity for meaningful employment for all residents of Indiana. The Chamber does this by advancing thoughtful legislation and public policy and serving as a convenient source of reliable business information for its members and constituents.

Indiana Department of Commerce: The Indiana Department of Commerce is the State economic development organization responsible for all aspects of State marketing and promotion and for business assistance, attraction, retention and expansion. The Indiana Department of Commerce works with Indiana-based firms and assists non-Indiana firms in establishing an Indiana-based location.

Indiana Department of Environmental Management (IDEM): A State agency responsible for dealing with issues related to air quality, ground contamination, solid waste, hazardous waste and water quality. IDEM has responsibility for air quality issues as they relate to the Indianapolis region’s long-range transportation plans and the IRTIP.

Indiana Department of Natural Resources (DNR): A State agency with responsibility for acquisition, improvement and upkeep of the state’s natural resources, such as wetlands, waterways, agricultural lands, wildlife, plant communities and recreation lands. In addition, DNR has responsibility for the state’s historic and cultural sites.

Indiana Department of Transportation (INDOT): A State agency responsible for aeronautics, public transportation, railroads and highways in the state. INDOT has the primary responsibility, under ISTEA, to develop a statewide transportation improvement program for highways.

Indiana Department of Workforce Development (DWD): Indiana Department of Workforce Development helps people prepare for rewarding careers and good jobs through lifelong learning.

Indiana Genomics Initiative (INGEN): An initiative to create a world-class biomedical enterprise at the IU School of Medicine and the IU Office of Information Technology. Ultimately, the INGEN Initiative will take new data derived from the federally funded Human Genome Project and determine what the genetic sequence means to make discoveries to cure diseases and improve human health.

Indiana Sports Corporation (ISC): A private, not-for-profit organization that represents Indianapolis in the national and international sports marketplace. Created in 1979 to attract national and international sporting organizations and events to central Indiana, ISC coordinates and markets major amateur sporting events. Indiana Sports Corporation was instrumental in the process which resulted in the NCAA’s decision to relocate its national headquarters and Hall of Champions to Indianapolis, and ISC supports and assists more than a dozen sport-related organizations in Indianapolis.

Indiana University Advanced Research and Technology Institute (ARTI): This office of technology transfer was established to identify those novel research discoveries that may be developed into beneficial commercial products, protect such discoveries through the patenting process and work with inventors and commercial partners to transfer such discoveries to the public through the marketplace.

Indiana University-Purdue University at Indianapolis (IUPUI): IUPUI is an urban research University in Indianapolis created in 1969 as a partnership by and between Indiana and Purdue Universities, with IU as the managing partner.

Indianapolis Coalition of Neighborhood Development (ICND): An association of Indianapolis community development corporations (CDCs) which facilitates the comprehensive redevelopment of Indianapolis center city neighborhoods by promoting communication, collaboration and cooperation among CDCs.

Indianapolis Convention & Visitors Association (IVCA): A nonprofit organization with the mission to enhance the economic fabric and quality of life of Greater Indianapolis. This is accomplished by marketing the area as a destination for conventions, trade shows, other business meetings and for pleasure travel; assisting member businesses in marketing their facilities, products and services to these same clients; and servicing the needs of all visiting groups and individuals.



APPENDIX E: GLOSSARY OF TERMS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
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Indianapolis Cultural Development Commission: A panel that oversees Indianapolis' cultural development effort organized under the auspices of the Capital Improvement Board (CIB). It is responsible for the City's overall cultural development policy and partners with the Arts Council, ICVA and IDI to further the community's cultural development effort.

Indianapolis Downtown, Inc. (IDI): A nonprofit organization created with the mission to address, in partnership with the public and private sectors, critical issues that affect the growth, well-being and user-friendliness of Downtown Indianapolis.

Indianapolis Historic Preservation Commission (IHPC): A nine-member board appointed the Mayor. The mission of the IHPC and its professional staff is to work in cooperation with the City of Indianapolis to preserve both the character and fabric of historically significant areas and structures.

Indianapolis-Marion County Public Library (IMCPL): The library has 21 branches and a bookmobile service providing information to all of Marion County. The Central Library, which is undergoing renovation and construction, is located at 40 East St. Clair Street.

Indianapolis Neighborhood Housing Partnership (INHP): An agency that works to expand the supply of quality, affordable housing through leveraging public and private resources. INHP provides home ownership training, housing counseling, low cost loans and also serves as the coordinating body for the community development corporations in the city.

Indianapolis Police Department (IPD): The police department with boundaries that are coincident with the old city limits for the City of Indianapolis. IPD is a part of the Department of Public Safety.

Indianapolis Private Industry Council (IPIC): A business-led organization serving as advisor, advocate and agenda-setter for workforce development in Marion County, with interest in maintaining and increasing the economic vitality of the Region. IPIC focuses on the increasing challenges confronting local employers; reflects a pro-business, anti-red tape philosophy; seeks to creatively and effectively link job seekers with employers; has more than 30 public, private and philanthropic funding sources for planning, administration and oversight of specific workforce development programs; and serves as a broker of workforce resources to area service providers.

Indianapolis Public Schools (IPS): The school corporation with boundaries that are essentially coincident with the old city limits for the City of Indianapolis.

Indianapolis Public Transportation Corporation: See **IndyGo** below.

Indianapolis Regional Transportation Council (IRTC): A cooperative group composed of all the planning jurisdictions within the metropolitan planning area that recommends to the MPO: 1.) policies for the conduct of the transportation planning program; 2.) transportation projects involving the federal-aid Surface Transportation Program and 3.) mechanisms for the discussion and resolution of local transportation issues.

IndyGo: Provides mass transit service to the Marion County area over fixed routes and uses scheduled times of arrival and departure.

Infill Development: New development on vacant lots in a built-up area.

Informatics: The study of information technology and its application to various fields such as bioinformatics, chemical informatics and new media and health-care informatics.

Information Technology (IT): The name given to the business of dealing with computerized information.

Infrastructure: The underlying foundation or basic framework of a city, including streets, parks, bridges, sewers, streetlights and other utilities.

Intelligent Transportation System (ITS): Intelligent transportation systems, or ITS, encompass a broad range of wireless and wireline communications-based information, control and electronics technologies. When integrated into the transportation system infrastructure and in vehicles themselves, these technologies help monitor and manage traffic flow, reduce congestion, provide alternate routes to travelers, enhance productivity and save lives, time and money.

Keep Indianapolis Beautiful (KIB): KIB engages residents in beautifying the city, improving the quality of the environment and fostering pride in the community. Keep Indianapolis Beautiful is a 501c (3), private, nonprofit organization and is supported by corporations, foundations, individuals, civic groups and a professional service contract with the City of Indianapolis. KIB has beautification programs, education and youth initiatives, litter reduction activities and recycling programs. KIB typically focuses on neighborhoods surrounding Downtown with Indianapolis Downtown, Inc. providing beautification in Downtown.

Knowledge Workers: See **Creative Class** above.

Landmark: An individual, physical element that serves as a reference point in locating a node or district. The Soldiers and Sailors Monument is a good example of a landmark.

Land Use Plan: A plan that recommends appropriate uses for property.

LEED: The LEED (Leadership in Energy and Environmental Design) Green Building Rating System™ is a voluntary, consensus-based national standard for developing high-performance, sustainable buildings.

Lifelong Learning: Education and training provided for people of all ages.

Life Sciences: Education and business related to pharmaceuticals, surgical and medical instruments, medical laboratories and ophthalmic goods.

Light Rail: Electric rail transit system with "light" volume of traffic capacity, as compared to heavy rail. May be on exclusive or shared rights-of-way and include modes such as streetcars and trolleys.

Linear Parks: A land use plan category recommending public trails that can be located on or parallel to floodways, streams, parkways, wooded areas and abandoned railroad rights-of-way or other public easements.

Local Initiatives Support Corporation (LISC): The Ford Foundation's subsidiary organization, Local Initiatives Support Corporation, solicits corporate funding to support local nonprofit neighborhood redevelopment programs, housing services, economic development and technical assistance.

Magnet Schools: Schools with a unifying theme for students of similar interest. Students and teachers choose the school that suits their interest.

Marion County Comprehensive Land Use Plan: The Comprehensive Plan is required by State statute as a basis for zoning and must include objectives and policies for future land use development and development of public ways, land, structures and utilities.

Mayor's Office of Disability Affairs (MODA): An Office created to promote an inclusive community for all Indianapolis' citizens and to ensure accessibility in city government, neighborhoods, transportation, employment, housing and other facets of our community.



Mayor's Special Event Advisory Board: A committee to ensure that all major Downtown events are safe and successful and that residents and visitors have a positive experience in the city.

Metropolitan Development Commission (MDC): The policy-making body of the Department of Metropolitan Development. It has nine appointed members who serve a one-year term.

Metropolitan Statistical Area (MSA): A definition of central Indiana used to report Census information. Counties in the MSA are Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan and Shelby.

Metropolitan Planning Organization (MPO): The Department of Metropolitan Development is the designated MPO for the Indianapolis Metropolitan Planning Area which includes all of Marion County including the cities of Beech Grove, Indianapolis, Lawrence, Southport, and the town of Speedway and portions of the surrounding counties. Included are portions of Hamilton, Boone, Hendricks, Johnson, and Hancock counties, including the municipalities of Fishers, Westfield, Whiteland, New Whiteland and the cities of Carmel, Zionsville, Brownsburg, Plainfield and Greenwood.

Mile Square: The Indiana General Assembly of 1820 approved a one square mile donation for the City of Indianapolis. The boundary streets are North, East, South and West streets.

Mixed-Use: Mixed-use development is designed to encourage a variety of community activities, locales and services to co-exist in close proximity, thereby reducing the need for extensive automobile travel.

Multimodal Transportation: The consideration of more than one mode to serve transportation needs in a given area and is included within the meaning of intermodal.

National Ambient Air Quality Standards (NAAQS): Standards for six principal air pollutants, including Carbon Monoxide, Nitrogen Dioxide, Ozone, Lead, Particles with diameters of 10 micrometer or less and Particles with diameter of 2.5 micrometers or less.

National Collegiate Athletic Association (NCAA): A voluntary association of about 1,200 colleges and universities, athletic conferences and sports organizations devoted to the administration of intercollegiate athletics. Through the NCAA, member schools and conferences consider any athletics problem that has become national in character. Volunteer representatives from these schools and conferences establish rules that govern the Association and programs designed to further its goals and purposes.

Objective: A quantifiable refinement of a goal or means of achieving a goal. Objectives often relate to more than one goal.

Paradigm: A simplified model which is used to make decisions related to complex conditions.

Payments in Lieu of Taxes (PILOT): Payments a public agency makes to local units of government in lieu of property taxes for the land owned by that agency.

People Mover: An elevated, automated rail system.

Program: A proposal with an end product that is not physical in nature but is a plan for dealing with an issue. Programs are direct outgrowths of objectives.

Project: A proposal with an end product that is physical in nature. As with programs, projects are direct outgrowths of objectives.

Primary Arterials: These routes have greater traffic-carrying capabilities and higher level of service than other at-grade routes to channel major traffic movements and serve as connecting routes to the freeway system.

Public Works Coordinating Council (PWCC): A groups of utility related agencies that meet once a month to exchange information, update project status and coordinate future projects. Agencies involved include DMD permits, DPW, INDOT, Marion Co. Surveyor's Office and all major local utilities.

Quality of Life: The attributes or amenities that combine to make an area a good place to live. Examples include the availability of political, educational and social support systems; good relations among constituent groups; a healthy physical environment; and economic opportunities for both individuals and businesses.

Ralston Plan: The original one square mile plan prepared by Alexander Ralston in 1820.

Rapid Transit: An elevated or at grade urban passenger transportation system operating completely separate from all modes of transportation on an exclusive right-of-way.

Redevelopment Areas: Areas that are designated for redevelopment by the Metropolitan Development Commission and administered by the Department of Metropolitan Development. Establishing a redevelopment area allows government to accomplish a wide variety of public goals. A variety of tools can be used in the districts to acquire and assemble land, prepare it for disposition, write-down acquisition costs, make needed area improvements and assist developers and property owners in improving their property.

Regional Center (RC): The area bounded by 16th Street on the north, I-65 and I-70 on the east, I-70 on the south and the previously proposed alignment of Harding Street improvements on the west. Plans were prepared for this area in 1970, 1980 and 1990.

Rezoning: Changing the zoning on a particular piece of property.

Secondary Arterials: These routes serve a higher percentage of short trips than do primary arterials. They carry significant volumes and are needed to provide system continuity.

Skywalk: An upper-level pedestrian walkway.

Social Assets and Vulnerability Indicators (SAVI): The Community Service Council and The Polis Center have developed a database of information from sources such as the U.S. Census, the Indianapolis Police Department, the Marion County Sheriff's Department, the Family and Social Services Administration and the Marion County Health Department. Information in this database can be displayed on a Marion County map. This database includes information about the people that live in Marion County and their social condition.

Streetscape: Furniture and fixtures in the street right-of-way including benches, lighting, landscaping and paving.

Sustainable Development: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.



APPENDIX E: GLOSSARY OF TERMS

INDIANAPOLIS REGIONAL CENTER PLAN 2020
PLANNING DOWNTOWN'S FUTURE TODAY

Tax Abatement: Tax abatement is an economic development tool the City of Indianapolis utilizes to assist business and property owners when making a capital investment. The goals of this economic development incentive are to expand the tax base, to create and retain good paying jobs and to diversify the local economy. Tax abatement allows property taxes on new capital investment to be gradually phased in over a statutorily prescribed period of time.

Tax Increment Financing (TIF): A method of raising additional capital within declared districts to pay for needed improvements within those districts. The districts are established by the Metropolitan Development Commission. The base of existing assessed valuation is frozen with the incremental revenues obtained by the taxes on new development in the TIF District then becoming available to fund improvement projects.

Traffic Calming: Usually a component of traditional neighborhood design, traffic calming uses physical design features, such as street trees, landscaping, bump outs and textured pavement to slow down automobile traffic passing through neighborhood areas. The intention is to improve the quality of life in urban neighborhoods and to make neighborhoods more pedestrian friendly.

Transit-Oriented Development: A compact, mixed-use development within an easy walk of a transit station. Its pedestrian-oriented design encourages residents and workers to drive their cars less and ride mass transit more. These "transit villages" are usually moderate to high density, matching the existing scale of development and can be new construction or redevelopment.

Urban Design Workshop: An intensive design session conducted in a workshop atmosphere with members of the public and public officials.

Urban Sprawl: Occurs when a city or state develops land at a faster rate than its population growth.

Value: An ideal, custom, institution, etc. that the people of a society try to achieve.

View Shed: All the places that can be seen from a certain point.

Vision Statement: A vivid, imaginative conception of the future.

Visitability: A movement to change home construction practices so that virtually all new homes, whether or not designated for residents who currently have disabilities, offer a few specific features that make the home easier for people who develop a mobility impairment to live in and visit.

Wayfinding: The process of using spatial and environmental information to find our way in the built environment.

Wellfield: A tract of land that contains one or more wells used for the production of drinking water for the public water supply.

Wetlands: Land that has wet or spongy soil. These areas are often important wildlife habitats.

White River State Park: An urban park one block west of the RCA Dome in Downtown Indianapolis that offers the Pumphouse Visitor's Center, Indianapolis Zoo, White River Gardens, Victory Field Baseball Park, Eiteljorg Museum of American Indians and Western Art, IMAX theatre, NCAA Hall of Champions, Congressional Medal of Honor Memorial, Central Canal, the National Institute for Fitness and Sport, Celebration Plaza and Amphitheatre, River Promenade and Indiana State Museum. It is adjacent to both the White River and IUPUI.

Workforce Development: The development of employee skills, job marketing, testing services and unemployment insurance benefits; and as an employer the analysis of labor market information, regulations, training, employee promotion and skills assessment.

